

August 2012

The Question of Legacy and the 2008 Olympic Games: An Exploration of Post-Games Utilization of Olympic Sport Venues in Beijing

Xiaowei Yu

The University of Western Ontario

Supervisor

Dr. Robert Barney

The University of Western Ontario

Graduate Program in Kinesiology

A thesis submitted in partial fulfillment of the requirements for the degree in Doctor of Philosophy

© Xiaowei Yu 2012

Follow this and additional works at: <https://ir.lib.uwo.ca/etd>



Part of the [Chinese Studies Commons](#), and the [Urban Studies and Planning Commons](#)

Recommended Citation

Yu, Xiaowei, "The Question of Legacy and the 2008 Olympic Games: An Exploration of Post-Games Utilization of Olympic Sport Venues in Beijing" (2012). *Electronic Thesis and Dissertation Repository*. 739.

<https://ir.lib.uwo.ca/etd/739>

This Dissertation/Thesis is brought to you for free and open access by Scholarship@Western. It has been accepted for inclusion in Electronic Thesis and Dissertation Repository by an authorized administrator of Scholarship@Western. For more information, please contact tadam@uwo.ca, wlsadmin@uwo.ca.

The Question of Legacy and the 2008 Olympic Games:
An Exploration of Post-Games Utilization of Olympic Sport Venues in Beijing

(Spine title: Post-Games Utilization of Olympic Sport Venues in Beijing)

(Thesis format: Monograph)

By

Xiaowei Yu

Graduate Program in Kinesiology

A thesis submitted in partial fulfillment
of the requirements for the degree of
Doctor of Philosophy

The School of Graduate and Postdoctoral Studies
Western University
London, Ontario, Canada

© Xiaowei Yu 2012

THE UNIVERSITY OF WESTERN ONTARIO
SCHOOL OF GRADUATE AND POSTDOCTORAL STUDIES

CERTIFICATE OF EXAMINATION

Supervisor

Dr. Robert Barney

Examiners

Dr. Darwin Semotiuk

Dr. Alison Doherty

Dr. Aniko Varpalotai

Dr. Stephen Wenn

The thesis by

Xiaowei Yu

entitled:

**The Question of Legacy and the 2008 Olympic Games: An Exploration
of Post-Games Utilization of Olympic Sport Venues in Beijing**

is accepted in partial fulfillment of the
requirements for the degree of
Doctor of Philosophy

Date_____

Chair of the Thesis Examination Board

ABSTRACT

The last two decades have seen more and more cities joining the competitions for hosting the Olympic Games, resulting in soaring investments, both public and private, in Olympic-related projects. The Olympic Games have become a two-week gigantic event with tremendous costs burdening host cities. Meanwhile, the last three decades have witnessed underused facilities and lack of financial support for maintenance of the Olympic venues after the Games.

Based on previous literature, the “white elephant” effect has happened in every Olympic city during the last twenty years. In terms of Beijing, scholars have yet to substantially investigate the post-Games utilization of the Olympic venues in the city. This study made an effort to address this concern. This study investigated Beijing’s post-Games utilization of Olympic venues and examined what cultural, social, economic, political, and historical reasons underscore their current status. To achieve the goal, the researcher interviewed venue managers, municipal officials, scholars and sport administration officials in Beijing.

By describing the various conditions of the venues and analyzing the interviews, the study indicated that post-Games utilization of Beijing’s Olympic venues varied significantly. Use of venues differed depending on their ownership, administration system, management and operational mode, sports/event functions, locations, structural scale and complexity, and even their reputation and popularity throughout the city. In general, a brief summary in terms of utilization can be concluded. During three and a half years after the Beijing 2008 Olympic Games: (1) venues built on campuses were well utilized; (2) pre-existing venues were largely well utilized such as the Workers’ Stadium, the

NOSC Stadium, the NOSG Gymnasium, the Ying Tung Natatorium, and the Lao Shan Mountain Bike Course; (3) multifunction venues were largely better utilized than those with mono functions such as the Beijing Shooting Range Hall and the Clay Target Field, the Olympic Archery Field, and the Shun Yi Olympic Aquatic Park; (4) medium scale venues were better utilized than the large scale ones such as the Bird's Nest and the Shun Yi Olympic Aquatic Park; (5) those owned by the governments, especially the five district governments, were underused, which included the Feng Tai Sport Center Softball Field, the Chao Yang Park Beach Volleyball Ground, the Olympic Tennis Court, the Ming Tomb Reservoir Triathlon Course, and the Olympic Hockey Field; and (6), in contrast, those owned by the universities, GASC, and private enterprise, largely showed better utilization conditions than their government-owned (district governments) counterparts. Because of the co-existence of both well-used and underused venues in Beijing, the study contends that the status of Olympic venues in Beijing cannot be simply evaluated as either positive or negative, due to the complicated socio-cultural environments and historical and traditional background. However, some practical experiences in Beijing can be recommended, while certain lessons should be learned for the future.

Keywords: 2008 Beijing Olympic Games, Olympic Legacy, Post-Olympic Utilization, Sport Venues, Olympic Host Cities

Table of Contents

| | |
|--|------|
| ABSTRACT | iii |
| LIST OF ABBREVIATIONS | vii |
| LIST OF APPENDICES | viii |
| Chapter 1. Introduction | 1 |
| 1. Identifying Olympic Venues: The Beijing Case | 4 |
| 2. Significance of the Study | 9 |
| 3. Study Purpose and Research Questions | 10 |
| 4. Methodology | 11 |
| 4-1. Research Rationale..... | 11 |
| 4-2. Data Collection | 13 |
| 4-3. Data Analysis | 17 |
| 5. Limitations and Delimitations | 20 |
| 6. Outline of the Findings..... | 21 |
| Chapter 2. Literature Review | 23 |
| 1. Post-Olympic Effect on Host Cities | 23 |
| 2. Historical Retrospect: “Olympic Cities” | 32 |
| 3. Current Studies on Post-Games Utilization of Beijing Olympic Venues | 33 |
| Chapter 3. Findings | 41 |
| 1. An Overview of the Olympic Venues in Beijing | 41 |
| 1-1. Geographical Distribution: A New Look | 44 |
| 1-2. Focusing on the Olympic Central Area..... | 48 |
| 1-2-1. Selection of Location..... | 52 |
| 1-2-2. BOPAC | 56 |
| 1-2-3. BODA..... | 58 |
| 2. Government-Owned Venues..... | 61 |
| 2-1. By State-Owned Enterprise..... | 61 |
| 2-1-1. China National Convention Center (The Fencing Hall) | 61 |
| 2-1-2. “Water Cube” | 65 |
| 2-2. By Municipal Level Authorities..... | 76 |
| 2-2-1. Beijing Gong Ti Center..... | 76 |
| 2-2-2. Urban Road Cycling Course | 88 |
| 2-3. By District Governments | 88 |
| 2-3-1. Shun Yi Olympic Aquatic Park: Shun Yi District..... | 89 |
| 2-3-2. BMX Course and Mountain Bike Course: Shi Jing Shan District..... | 95 |
| 2-3-3. Beach Volleyball Ground: Chao Yang District | 98 |
| 2-3-4. Triathlon Course: Chang Ping District..... | 99 |
| 2-3-5. Softball Field: Feng Tai District | 101 |
| 2-4. Transferred Ownerships | 103 |
| 2-4-1. “Birds’ Nest” | 103 |
| 2-4-2. National Indoor Stadium (NIS)..... | 117 |
| 2-4-3. Olympic Forest Park: Tennis, Hockey and Archery Facilities | 126 |
| 3. General Administration of Sport China (GASC)-Owned Venues | 132 |
| 3-1. Lao Shan Velodrome | 132 |
| 3-2. Beijing Shooting Range Hall and Clay Target Field | 137 |
| 3-3. Capital Indoor Stadium (CIS) | 142 |
| 3-4. National Olympic Sport Center (NOSC) | 147 |
| 3-4-1. NOSC Stadium | 149 |
| 3-4-2. NOSC Gymnasium | 154 |
| 3-4-3. Ying Tung Natatorium | 159 |
| 4. University-Owned Venues..... | 165 |

| | |
|--|-----|
| 4-1. Peking University Gymnasium | 166 |
| 4-2. China Agriculture University Gymnasium..... | 172 |
| 4-3. Beijing Institute of Technology Gymnasium | 179 |
| 4-4. Beihang University Gymnasium..... | 185 |
| 4-5. University of Science and Technology Beijing Gymnasium | 190 |
| 4-6. Beijing University of Technology Gymnasium..... | 196 |
| 5. Private Enterprise-Owned Venues | 202 |
| 5-1. MasterCard Center and Baseball Field | 202 |
| Chapter 4. Conclusions and Recommendations | 215 |
| 1. Conclusions | 215 |
| 1-1. Category 1: New, Pre-existing, and Temporary | 215 |
| 1-2. Category 2: Location..... | 220 |
| 1-3. Category 3: Ownership | 225 |
| 1-4. Post-Games Use | 234 |
| 2. Recommendations | 238 |
| 3. Future Research..... | 245 |
| Bibliography..... | 247 |
| Appendix A. Brief Maps of the Olympic Venues in Beijing | 254 |
| Appendix B. List of the Olympic Venues in Beijing | 256 |
| Appendix C. Outline of Interview Questions | 258 |
| Appendix D. Venue Category by Newly, Pre-existing and Temporarily Built..... | 261 |
| Appendix E. Venue Category by Geographical Location..... | 262 |
| Appendix F. Ownerships of the Venues | 263 |
| Appendix G. Map of the Venues in the Olympic Central Area..... | 265 |
| Appendix H. Map of the Venues in the West Community Area | 266 |
| Appendix I. Map of the Venues in the University Area..... | 267 |
| Appendix J. Map of the Venues in the East Community Area | 268 |
| Appendix K. Map of the Venues in the North Scenic Area | 269 |
| Appendix L. Map of the Olympic Central Area..... | 270 |
| Appendix M. Route for the Urban Road Cycling Race..... | 271 |
| Appendix N. Aerial View of the Olympic Archery Field in 2010 | 272 |
| Appendix O. Pictures of CIS..... | 273 |
| Appendix P. Aerial View of the National Olympic Sport Center | 275 |
| Appendix Q. Pictures of the CAU Gymnasium | 276 |
| Appendix R. Pictures of BUAA Gymnasium..... | 278 |
| Appendix S. Pictures of USTB Gymnasium | 280 |
| Appendix T. Pictures of BJUT Gymnasium..... | 282 |
| Appendix U. Pictures of the Wu Ke Song Sport & Culture Center..... | 283 |
| Curriculum Vitae | 289 |

LIST OF ABBREVIATIONS

| | |
|--------|---|
| AEG | Anschutz Entertainment Group |
| BIT | Beijing Institute of Technology |
| BJUT | Beijing University of Technology |
| BMCDR | Beijing Municipal Commission of Development and Reform |
| BMX | Bicycle Motocross |
| BOBICO | Beijing 2008 Olympic Games Bidding Committee |
| BOCOG | Beijing Organizing Committee for the Games of the XXIX Olympiad |
| BODA | Beijing Olympic City Development Association |
| BOPAC | Beijing Olympic Park Administration |
| BPA | Beijing Performance & Arts Group |
| BSAM | Beijing State-Owned Assets Management CO., LTD. |
| BSU | Beijing Sport University |
| BUAA | Beihang University |
| BUCID | Beijing Urban Construction Investment Development Co., Ltd. |
| FIVB | Fédération Internationale de Volleyball |
| CAU | China Agriculture University |
| CBA | Chinese Basketball Association |
| CCP | Chinese Communist Party |
| CCTV | China Central Television |
| CIS | Beijing Capital Indoor Stadium |
| CITIC | China International Trust and Investment Corporation |
| CNCC | China National Convention Center |
| CNSVM | China National Sports Venue Management Co., Ltd. |
| CNY | Chinese Yuan Renminbi |
| CTF | Beijing Clay Target Field |
| FINA | Fédération Internationale de Natation |
| GASC | General Administration of Sport China |
| IOC | International Olympic Committee |
| ISF | International Softball Federation |
| ITU | International Triathlon Union |
| MCC | Beijing MasterCard Center |
| NBA | National Basketball Association |
| NIS | Beijing National Indoor Stadium |
| NOSC | National Olympic Sport Center |
| PKU | Peking University |
| PRC | People's Republic of China |
| PSB | Public Security Bureau |
| SRH | Beijing Shooting Range Hall |
| UCI | International Cycling Union |
| USD | US Dollar |
| UTSB | University of Technology and Science Beijing |

LIST OF APPENDICES

| | |
|------------|---|
| Appendix A | Brief Maps of the Olympic Venues in Beijing |
| Appendix B | List of the Olympic Venues in Beijing |
| Appendix C | Outline of Interview Questions |
| Appendix D | Category by Newly, Pre-existing and Temporarily Built |
| Appendix E | Category by Geographical Location |
| Appendix F | Ownerships of the Venues |
| Appendix G | Map of the Venues in the Olympic Central Area |
| Appendix H | Map of the Venues in the West Community Area |
| Appendix I | Map of the Venues in the University Area |
| Appendix J | Map of the Venues in the East Community Area |
| Appendix K | Map of the Venues in the North Scenic Area |
| Appendix L | Map of the Olympic Central Area |
| Appendix M | Route for the Urban Road Cycling Race |
| Appendix N | Bird View of the Olympic Archery Field |
| Appendix O | Pictures of the Capital Indoor Stadium |
| Appendix P | Bird View of the National Olympic Sport Center |
| Appendix Q | Pictures of the CAU Gymnasium |
| Appendix R | Pictures of the BUAA Gymnasium |
| Appendix S | Pictures of the USTB Gymnasium |
| Appendix T | Pictures of the BJUT Gymnasium |
| Appendix U | Pictures of the Wu Ke Song Sport & Culture Center |

Chapter 1. Introduction

On the cover page of *the Final Report of the International Olympic Committee Coordination Commission for the Games of the XXIX Olympiad, Beijing 2008*, one finds the statement: “Once an Olympic City, always an Olympic City.”¹ Obviously, this speaks about Beijing! It also speaks about all host cities in the history of the Modern Olympic Games. But staging the Games is one thing; the influence and impact of the Olympics on those cities, both positive and negative, to some degree, endure. The distinction of being an Olympic city leaves a lasting image; the memories of once having hosted the Olympic Games linger interminably.

When the brilliant Olympic moments fade, and jubilant crowds leave, the city transforms right away from an Olympic host to a place where the Olympic festival has been staged; such hosts become post-Olympic cities. Being an Olympic host and being a post-Olympic city present totally different situations. Given the laudatory conclusions rendered by IOC presidents in their closing ceremony speeches, such as “best ever,” “unforgettable,” and “exceptional,” most host cities are seen to have accomplished their jobs in an excellent manner. With some 10 years involved in efforts on bidding for, preparing for, and staging the games, host cities merit such honorary remarks. The contributions that the host cities and the Organizing Committees of Olympic Games (OCOGs) make are vital and significant, not only to the development of the Olympic movement and global sports, but also to building and enhancing sport enthusiasm, certain Olympic-related economic benefits, national pride, and international identity.

¹ The International Olympic Committee, *Final Report of the IOC Coordination Commission for the Games of the XXIX Olympiad – Beijing 2008* (Lausanne: January 2010).

Putting aside the aura of staging an Olympic Games, being a post-Olympic city carries many meanings. When the Games are completed, the OCOG disbands less than a year later. Attention from the international society and global media disappears. Athletes start to pursue their next goals, and guests and tourists depart the city with whatever memories they have about the Games and the host. With the disappearance of the OCOG and IOC, the host city is the major entity responsible for handling whatever the Olympic Games leave behind after the party.

Starting from the 1984 Los Angeles Olympic Games, commercialism has been dramatically involved in the Olympics, which makes the leaders of potential host cities realize that hosting the Olympic Games could be a way to generate financial profit and build a substantial international image. As a result, the last three decades have seen more cities than ever joining the competitions for holding the Olympic Games. This, in turn, has prompted soaring investment, both from public and private sources, into so called Olympic-related projects regarding athletic facilities and infrastructure for the competitions. The Olympic Games have become a gigantic event held every four years in various locations around the globe. The duration of the Games is short, compared with their relatively long preparation period. On the other hand, the last three decades, in particular, have witnessed underused facilities and lack of financial support for maintenance of the Olympic venues after the Games, largely due to lack of practical strategy planned for post-Games development or lack of efficient supervision and implementation of post-Games utilization plans (see details in Chapter 2).

During the more than one hundred year history of the Modern Olympics, Olympic host cities around the world faced diverse situations in dealing with post-Olympic issues.

With constantly changing global political and economic conditions, various regimes, cultural traditions, and populations, post-Olympic effects on host cities are difficult to simply generalize. The strength and opportunities of one city might be the weakness of others. Although the IOC consistently uses the term “legacy” to express what the Olympic Games leave behind to host cities, in general, there are not too many positive exclamations heard from previous host cities regarding their post-Olympic development, particularly, the ways used to cope with the Olympic athletic facilities in the cities. In evaluating and planning for post-Olympic periods, a sober, objective, and practical perspective from the academic field is needed, not only because such an academic analysis and evaluation regarding host city post-Olympic planning and development is beneficial to the cities, but also because it can provide the International Olympic Movement with a pragmatic guideline for sustainable improvement.

The term “post-Olympic effect” was absent until the impact of the Olympic Games on host cities dramatically increased during the last couple of decades. Prior to that, little impact can be traced from earlier editions of the Olympics due to their lack of scale and influence around the world. But, of late, changes in our world are accelerating. The Olympics are not excluded from this. As global attention, media involvement, and commercialism of the Olympic Games have intensified, Olympic impact as well as post-Olympic impact increases. Specifically, the last three decades have seen post-Olympic issues such as underused Olympic venues, public debt burdens on taxpayers, and lack of supervision with respect to Olympic legacy, both tangible and intangible, arising in almost all host cities, from Montreal in 1976 to Athens in 2004, and, in the context of this study, Beijing in 2008 (see details in Chapter 2).

1. Identifying Olympic Venues: The Beijing Case

Past experience indicates that among various post-Olympic issues regarding sport in host cities, post-Games utilization of Olympic venues has been one of the most problematic issues haunting city authorities as well as taxpayers. The experiences of certain host cities such as Montreal and Athens became typical cases generally criticized around the world. Some others, such as Atlanta and Los Angeles, provided subsequent hosts with semi-positive examples regarding utilization of Olympic venues after the Games. A key point or criterion can thus be used to evaluate post-Games utilization of Olympic venues: whether or not those Olympic facilities left in the cities continue serving society in a sport context, either mass sport service among local communities, national elite sport, or professional sport in the city.

Due to the diversity of various host cities, past studies regarding the investigation of post-Games utilization of Olympic venues were usually focused on a certain Olympic Games, which seems to (or has to) be the best (or only) method for thorough examination and detailed analysis based on first hand evidence. Applying the same method as presented in those existing studies regarding previous host cities' utilization conditions, this study exclusively focused on the 2008 Olympic Summer Games in Beijing.

In terms of the 2008 Beijing Games, according to the Beijing Organizing Committee for the Games of the XXIX Olympiad (BOCOG), there were thirty-seven (37) sport venues that were used as competition sites for the 2008 Beijing Olympic Games, either in Beijing or other auxiliary host cities in China. In Beijing proper, there were thirty-one (31) sport venues used for the competition events held within the city,

including eleven (11) converted or expanded pre-existing venues, twelve (12) newly-built sport facilities specifically for the Olympic Games, and eight (8) temporary sport facilities built for the Games and planned to be either removed or transformed for other functions after the Games (see the map on next page and Appendix A for details).²

An examination of the Candidature File that the Beijing Bid Committee submitted to the IOC in January 2001 showed that one planned Olympic facility, the Beijing Country Equestrian Park, was replaced and its location changed to Hong Kong. Other than that one exception, all the other preliminarily planned sports events were held in Beijing as promised in the File.³ In addition, some Olympic facilities changed their originally planned locations from downtown Beijing to the outskirts of Beijing. These included the triathlon site, from the Forbidden City (the centre of Beijing) to the Ming Dynasty Tomb Reservoir, about 30 km north; and the beach volleyball venue, from Tiananmen Square to the Chao Yang Park at Beijing Chao Yang district, about 10 km east of the centre of the city.⁴

Geographically, according to BOCOG, the venues in Beijing were mainly located in four areas: (1) the Olympic Central Area, (2) the West Community Area, (3) the North Scenic Area, and (4) the University Area (see the map on next page and Appendix A for details).⁵

The highest concentration of Olympic facilities was in the Olympic Central Area, which included the Olympic Park (the Olympic Green) and the National Olympic Sport Centre (NOSC). There were seven Olympic sports venues built in the Olympic Park for

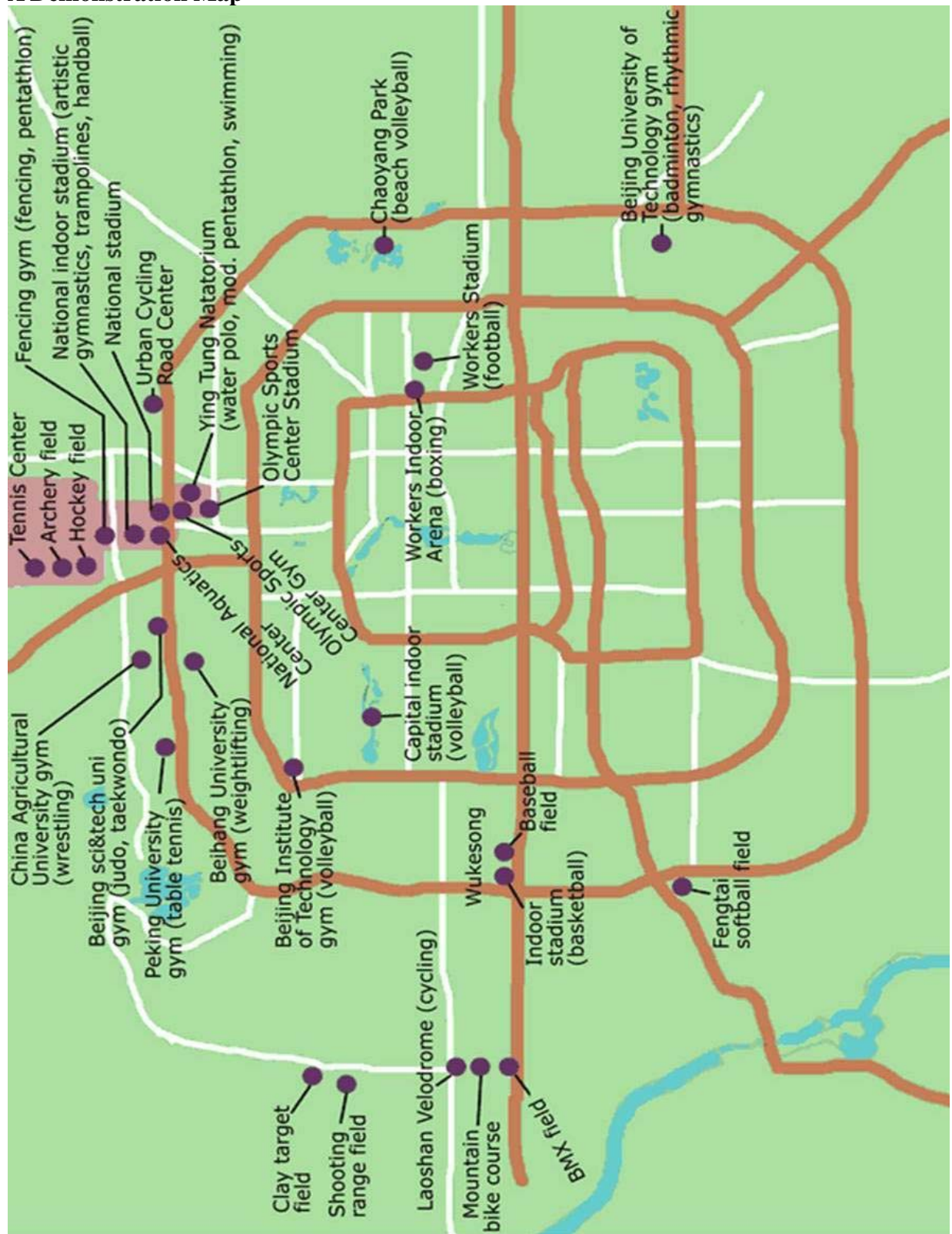
² Official Website of BOCOG, "Olympic Venues," <http://en.beijing2008.cn/venues/> (accessed April 26, 2012).

³ *The Candidature File of Beijing for the 2008 Olympic Games Bid* – Volume II, January 2001.

⁴ *Official Report of the Beijing 2008 Olympic Games*, Volume III, pp. 30-34; the Candidature File of Beijing for the 2008 Olympic Games Bid – Volume II, pp. 12-18.

⁵ *Official Report of the Beijing 2008 Olympic Games*, Volume III, pp. 27-38.

A Demonstration Map



Source: The internet (without the Triathlon Course and the Shun Yi Aquatic Park)

permanent or temporary use. They included: the National Stadium (“Bird’s Nest”), the National Aquatic Centre (“Water Cube”), the National Indoor Stadium (NIS), the Olympic Tennis Centre, the Olympic Hockey Field, the Olympic Archery Field, and the China National Convention Centre (CNCC) Fencing Hall.⁶ Within this area, NOSC was adjacent to the Olympic Park. There were three pre-existing Olympic sport venues in NOSC built for the 11th Asian Games held in Beijing in 1990 and upgraded specifically for the 2008 Olympic Games. They included: the NOSC Stadium, the NOSC Gymnasium, and the Ying Tung Natatorium.⁷ Then, too, there were non-sport Olympic facilities in the area, such as the International Broadcast Centre (IBC), the Main Press Centre (MPC), and the Olympic Village. This central core area was the largest Olympic functional region associated with the Beijing Games.

The West Community Area was another cluster of Olympic venues in the city. There were eight Olympic venues grouped into the area, all of which were located on the west side of the city. They included the Beijing Shooting Range Hall and Clay Target Field, the Lao Shan Cycling Centre (including the Velodrome, the mountain bike course, and the BMX field), the Feng Tai Sports Centre Softball Field, and the Wu Ke Song Sports Centre (including the Olympic Basketball Gymnasium and the Olympic Baseball Field that were dismantled right after the Olympic Games).⁸

The North Scenic Area contained two sites, the Shun Yi Olympic Rowing-Canoeing Park in Shun Yi District and the Olympic Triathlon Course at the Ming Dynasty Tomb Reservoir in Chang Ping District.⁹

⁶ Ibid.

⁷ Ibid.

⁸ Ibid.

⁹ Ibid.

The University Area was located northwest of the city. Six Olympic venues were built or renovated either on campus or within the same region. They included: Peking University, China Agriculture University, Beijing Institute of Technology, University of Science and Technology Beijing, Beijing University of Aeronautics and Astronautics, and the Capital Indoor Stadium (not on campus but within the area).¹⁰

In addition to these four clusters, at the east side of the city there were also four Olympic venues built or renovated for the Games in 2008: the Beach Volleyball Ground (dismantled and transformed into a beach theme park right after the Games) in the Chao Yang Park in Chao Yang District, the Worker's Stadium and Gymnasium built in the 1960s and renovated before the 2008 Olympics, and the Beijing University of Technology Gymnasium. The thirty-one venues, built or renovated between 2004 and 2008, held all the competitions in twenty-six sports during the Games (see Appendix B for details).

Following the Games, depending on specific tangible factors (functions, scale, locations, administration systems, and ownerships) and intangible factors (historical background, political context, cultural traditions, and symbolic value), Beijing Olympic venues have been developed and utilized through various trajectories in the last three and a half years. When facing the issues of post-Games use of the Olympic venues, on one hand, venue supervisors in Beijing met the same situations and similar problems such as post-Olympic use of sport facilities that haunted their previous counterparts for years. On the other hand, specific conditions in China provided them with both opportunities and challenges.

¹⁰ Ibid.

2. Significance of the Study

Based on previous literature, in the last three decades, issues such as underuse, operational finance deficit, poor organization, or even abandoned Olympic venues, commonly known as the white elephant¹¹ effect, have consistently occurred in every Olympic city during its post-Olympic period. In terms of the 2008 edition of the Olympic Games, although three and a half years have passed, Beijing remains largely uninvestigated regarding post-Games utilization of its Olympic venues. Moreover, the few attempts that have been made, including academic articles and media reports, in both English and Chinese, implicitly indicated a potential trend of polarized attitudes, either overly positive or overly negative, toward this specific issue. Possible reasons for this situation can be listed as follows:

- (1) Lack of information regarding the venues released to the public
- (2) Inaccessibility of information regarding the venues
- (3) Incorrect information disseminated
- (4) Public and authorities' interests decrease
- (5) Authorities of the venues do not want to disclose the facts to either the media or academic researchers
- (6) Specific venues rather than all the venues are investigated when conducting research
- (7) Political purposes

Simply speaking, what happened regarding Beijing Olympic sports venues during

¹¹ "White Elephant" is an idiom, according to a general explanation on Wikipedia.org, for a valuable but burdensome possession of which its owner cannot dispose and whose cost is out of proportion to its usefulness or worth; it is an object, scheme, business venture, or facility, considered to be without use or value, http://en.wikipedia.org/wiki/White_elephant (accessed June 10, 2012).

the post-Olympic period has not been thoroughly examined. Such an examination is required for both the knowledge base of international Olympic studies and Beijing's post-Olympic city development. Moreover, as mentioned, an objective and systematic examination from an academic perspective is needed. This study, three and a half years after the Games, examined the present status of all the Olympic sport venues in Beijing utilized for the 2008 Olympic Games.

3. Study Purpose and Research Questions

The purpose of the study is to investigate post-Games utilization of the Olympic venues in Beijing and to examine and discover what socio-cultural reasons underscore the status of the venues in Beijing three and a half years after the 2008 Olympic Games.

Based on the purpose of the study, the primary research question can be addressed: What is the current status of post-Games utilization of Olympic sport venues in Beijing three and a half years after the 2008 Olympic Games? To answer this general question thoroughly and explore what the reasons behind the status were, four sub-questions that would potentially guide the direction of the study were proposed as follows:

- (1) Are those venues in Beijing “white elephant” or “precious resources” for both local communities and the entire city (even the entire country)?
- (2) Do those venues left in Beijing continue serving the city in sport contexts? For mass sport, or elite sport?
- (3) Are those venues now financially self-sustaining or are they continuing to drain public money to offset ongoing maintenance and operating cost during the post-Games period? And who are the owners of those venues, in other words, who

should be responsible for them?

- (4) What lessons or recommendations from the Beijing case emerge for future host cities regarding post-Games utilization of Olympic venues?

4. Methodology

4-1. Research Rationale

This study, presented as a qualitative exploratory research examination, is heavily based on the material and information derived from both in-depth key figure interviews and relevant document research. In terms of qualitative research, Creswell defined it as an inquiry process of understanding based on distinct methodological traditions of inquiry that explore a social or human problem, through which researchers usually build a complex, holistic picture, analyze words, report detailed views of informants, and conduct the study in a natural setting.¹² To complete this study, the research has to be done in a natural setting, namely, investigation of the Olympic sport venues in Beijing. According to the purpose of the study, to discover the current status of post-Games utilization of Beijing Olympic venues, the researcher was the key instrument of data collection through applying key figure interviews, which is a major characteristic of qualitative research.¹³ With the information from the interviewees, the researcher conducted time-consuming processes of data analysis sorting through large amounts of data and reducing them to a few themes or categories.¹⁴ The data results from interviewees' responses are complicated, personal opinions from multidimensional

¹² John W. Creswell, *Qualitative Inquiry and Research Design: Choosing among Five Traditions* (Thousand Oaks, CA, USA; London, UK; New Delhi, India: SAGE Publications, 1998), p. 15.

¹³ Ibid., p. 16. Table 2.1.

¹⁴ Ibid., p. 16. The author considers this type of data analysis as a characteristic reason with which qualitative research should be conducted.

perspectives, which are the meanings and focuses of the study and are analyzed inductively.¹⁵ Therefore, to answer these research questions and accomplish the purpose, qualitative research methods were applied in this study.

In terms of exploratory research, Marshall and Rossman stated that it was a type of research usually conducted to investigate little-understood phenomena or an unclearly defined problem, to identify/discover important variables, and to generate hypotheses for further research, by using certain data collection techniques such as in-depth interviewing, elite interviewing, or participant observation.¹⁶ According to this definition, exploratory research usually serves a research question that has not been thoroughly investigated or there are few previous studies focusing on it, which is suitable for this study. First, although there is plenty of literature investigating previous Olympic host cities within similar Olympic contexts regarding venues' post-Games utilization, due to the diversity among the host cities in terms of economic, cultural and social conditions and circumstance, specifically, conclusions, potential hypotheses and theories from previous studies cannot be simply generalized appropriate to the Beijing case. Second, there are studies, especially from Chinese scholars, focusing on Beijing's Olympic venues after the Games, but most of them examined specific venues instead of the entire venue line. Moreover, most of the studies from Chinese scholars were conducted around one year after the Games, namely, 2009 and 2010. No studies specifically examined post-Games utilization in the context of the entire venue line. The status of post-Games utilization of Olympic venues is dynamic and constantly changing with passing time. Third, inaccessibility of information due to various reasons regarding current conditions of the

¹⁵ Ibid., p. 16. Table 2.1.

¹⁶ Catherine Marshall and Gretchen B. Rossman, *Designing Qualitative Research* (Bewbury Park, CA, USA; London, UK; New Delhi, India: SAGE Publications, 1989), p. 78. Table 3.3.

Olympic venues in Beijing (see page 8) has been a major issue that potentially undermined the value of relevant studies from Chinese scholars. The researcher of this study intended to find out what the current status of post-Games utilization for the entire venue line in Beijing looked like three and a half years after the 2008 Games through conducting in-depth interviews with the managers/supervisors/directors, by which the first-hand information regarding the venues could be achieved. Therefore, this study, intending to find out unclear and non pre-examined conditions of post-Games utilization of Beijing's Olympic venues and attempted to provide future host cities with some recommendations regarding post-Games use of Olympic venues, can be identified as an exploratory research study.

To discover what potential factors were behind the current status of post-Games utilization of Beijing Olympic venues, the researcher collected interview data from venue managers, made multiple visits to the venue sites, and developed and interrelated categories of information. As an exploratory research, at the beginning of the study, the researcher, not influenced by the results from the studies on previous Olympic host cities, put aside theoretical ideas and notions so that the substantive facts and conclusions can emerge from the results of the investigation. During the investigating process of this study, data were collected and then analyzed before potential and possible conclusions. This procedure fits the measure of exploratory research in which usually data inducts conclusions instead of the other way around.

4-2. Data Collection

To collect data, the researcher conducted on-site investigations in Beijing (1

August 2011 to 31 October 2011). In-depth key figure interview was the major method for this study for collecting data. In-depth interviewing as a data collection technique is much more like conversations than formal, structured interviews.¹⁷ The interviews were conducted following a semi-structured interview outline specifically developed for this study. The interview questions in the outline were composed by the researcher to discover the answers for the research questions. The questions focused on three aspects of information regarding respective Olympic venues in Beijing: (1) history of the venue, (2) current status of the venue, and (3) future strategic development of the venue. Through these three general topics, the researcher expanded the conversation to achieve the interviewees' perspectives, which is an assumption fundamental to qualitative research – the participants' perspectives on the social phenomenon of interest should unfold as the participants view it, not as the researcher views it.¹⁸ Specifically, for this study, to fully analyze and understand reasons and motives behind the post-Games utilization of Beijing Olympic venues, providing a context, within which socio-cultural factors intertwine with political and economic factors, and even international relations, is a must. With a semi-structured and in-depth interview, interviewees responded based on their first-hand experience of both the host city development and the Olympic Games, which made it the most suitable method by which this context could be understood.

Interviews in Beijing mainly aimed at venue managers/supervisors/directors who were either in charge of the venues before or during the Olympic Games, or were currently operating the venues. The researcher also interviewed some municipal and sport administration officials and scholars sharing similar research direction. All the interviews

¹⁷ Ibid., p. 82.

¹⁸ Ibid.

were conducted in Chinese. Participant recruitment followed a non random sampling method. For all the Beijing Olympic venues, it was impossible for the researcher to know all the managers, so a snowballing method was used as a sampling technique to access and contact interviewees.¹⁹ In this study, the researcher's acquaintanceship in the Olympic-related field in Beijing helped the researcher find a few potential interviewees and then pass the researcher's contact information along to them so that they could contact the researcher to participate in the study. Then, the interviewees who participated in the interview helped the researcher again to pass his contact information through their own social networks to find the next possible interviewees, and so on.

According to Rothe, with snowball sampling the researcher uses participants to find new participants until she or he believes that a sufficient number of people have been interviewed.²⁰ In this study, the researcher made an attempt to find managers of the Olympic venues that covered the entire venue line. Finally, there were thirty-six (36) individuals who participated in the interviews during the data collection period that lasted one and a half months in Beijing. There were eleven (11) out of twelve (12) newly-built venues' supervisors/directors or marketing/management managers, ten (10) out of eleven (11) pre-existing venues' supervisors or marketing managers, and three (3) out of eight (8) temporarily-built venues' marketing managers or supervisors, who were interviewed by the researcher at the time. Other interviewees included officials from GASC, BODA and BOPAC, and scholars in the similar academic field in Beijing. Each interview took approximately one hour and was held at the place and date the interviewees designated

¹⁹ Lisa J. McIntyre, *Need to Know: Social Science Research Methods* (New York, NY, USA: McGraw Hill, 2005), p.105. According to the author, snowball sampling is the technique of identifying one member of a particular population and then asking him or her to identify another member who, in turn, is asked to identify another member, and so on.

²⁰ J. Peter Rothe, *Qualitative Research: A Practical Guide* (Toronto, ON, Canada: RCI/PDE Publications, 1993), p. 167.

for their convenience. The interviewees were given an outline of the interview (see Appendix C for details) on site before the interview started.

Simultaneously, document research was also conducted to collect relevant data at the time. Although the interview is generally considered an effective way to collect data for this kind of study, interviewees' narratives based on their memories and opinions about certain events might be subjective and from their own perspectives, which could negatively affect the value of study. Thus, the researcher also applied document research in order to find other primary sources supplemental to the data obtained from interviews. The documents the researcher focused on included *Official Report of the Beijing 2008 Olympic Games* (BOCOG), *Final Report of the IOC Coordination Commission for the Games of the XXIX Olympiad – Beijing 2008* (IOC), *The 2008 Annual Summary of Research Studies on Beijing Olympic Year* (Beijing Social Science), *Beijing Olympic Venues and Related Facilities* (Beijing 2008 Project Construction Headquarters Office), *Audit Result Announcement: Financial Balance Conditions of the Beijing Olympic Games and the Auditing Result of the Olympic Venues Construction Projects* (National Audit Office of the PRC), *Beijing Olympic Action Plan* (Beijing Municipal Government and BOCOG), *Candidature File of Beijing for the 2008 Olympic Bid*, *Replies to the Applicant City Questionnaire regarding Sport Facilities* (BOBICO), *2010 Beijing Olympic Park Culture Development Forum – Collection of Speech and News Collectanea* (BOPAC), and online documents at the official website of Beijing Municipal Commission of Development and Reform. It also included relevant official documents in the possession of venue authorities or other managers who assumed responsibilities for the venues, such as certain universities where an Olympic venue was on campus. Moreover,

coverage regarding post-Games utilization of Olympic venues in Beijing in local newspapers and magazines during the last three years complemented the material search. All written materials were obtained by either searching online or physically accessing them on site in Beijing.

4-3. Data Analysis

Because of the various responses received from the interviews, which usually did not fall into pre-defined statistical designs, the researcher often analysed those diverse responses by categorizing them and then coding the categories.²¹ Creswell recommended a standard format of the process of data analysis that typically included three steps: open coding, axial coding and selective coding.²²

The open coding step is also known as a categorization phase.²³ In this phase, the researcher formed the categories of the venues based on the data collected both from the documents examined and the in-depth interviews. First of all, through investigating relevant documents related to Beijing Olympic venues, the researcher originally categorized the thirty-one Olympic venues into three groups in terms of new, pre-existing and temporary built (see Appendix D for details), which was the way of categorizing Beijing Olympic venues generally used through most of the existing studies regarding post-Games utilization of the venues. Then, through on-site visits to the venues in Beijing along the entire venue line, the researcher further formed a category of the venues by

²¹ Ibid., p. 103.

²² John W. Creswell, *Qualitative Inquiry and Research Design: Choosing among Five Traditions* (Thousand Oaks, CA, USA; London, UK; New Delhi, India: SAGE Publications, 1998), p. 57. According to the author, there is another step following the three steps mentioned above, which is a conditional matrix that elucidates the social, historical, and economic conditions influencing the central phenomenon.

²³ Ibid., According to the author, in the phase of open coding, researcher forms initial categories of information about the phenomenon being studied by segmenting information.

their geographical distribution, which divided the venues into five areas: the Olympic Central Area, the West Community Area, the University Area, the East Community Area, and the North Scenic Area (see Appendix E for details). The reason for forming this category was that by his own on-site investigating, the researcher realized that his own category of geographical location was different from the category generally used in existing studies, and even in the official report of the Beijing Olympic Games. Finally, based on the analysis and contemplation of the information acquired from the interviews, the researcher formed the third category of the venues in which all thirty-one Olympic venues in Beijing were grouped by their types of ownerships, which consisted of four groups: government-owned, GASC-owned, university-owned and private enterprise-owned (see Appendix F for details). The reason for using different ownership types as an order to categorize the venues was that based on the results from the interviews, the ownerships and the relationships between certain venues and their owners or local authorities are the major cause underscoring present status of the venues in Beijing; thus, putting the venues into a category by their various ownerships is the best way to clearly show the differences of the venues' current status. As a result, the findings of this study followed the ownership category as an order, which is briefly listed as follows:

(1) Government-Owned Venues

- a) State-owned Enterprises
- b) Municipal Level Authorities²⁴
- c) District Government²⁵

²⁴ In the context of this study, particularly, municipal level authorities included Beijing Municipal Government and Beijing Federation of Trade Unions.

d) Transferred Ownership

(2) GASC -Owned Venues

(3) University-Owned Venues

(4) Private Enterprises-Owned Venues

In terms of Group 1 above, government-owned venues in Beijing, there are three major types of ownerships. Municipal level government-owned and district level government-owned venues are directly authorized by the governments. The third type is so called state-owned enterprises, a specific term used in China, which means that the venues in this sub-group are owned by those enterprises that are, in turn, owned by the governments - municipal government, district government, or central government. Thus, all three types of venues are actually owned by government. The fourth type in this group is called “Transferred Ownership,” which means that during the last three and a half years, the ownerships of the venues transferred from one of the three types to the other, while they still belonged to “Government-Owned Venues” group.

The second step of data analysis in this study was the axial coding phase, which followed the results from the open coding, namely, the categorization phase.²⁶ According to the outline of the interview, for each venue, information from in-depth interviews was grouped into three parts: historical background, current status, and future development of the venue, which were reported in this phase. Moreover, the contents from other sources such as official documents, newspapers, and information from official websites were also

²⁵ District level governments in Beijing are under the authority of Beijing Municipal Government; the term “ward” is the equivalent expression used in Canada.

²⁶ John W. Creswell, *Qualitative Inquiry and Research Design: Choosing among Five Traditions* (Thousand Oaks, CA, USA; London, UK; New Delhi, India: SAGE Publications, 1998): p. 57. According to the author, in axial coding, the researcher assembles the data after open coding by using a certain coding paradigm or logic diagram in which researcher identifies a central phenomenon, explores causal conditions, specifies strategies, identifies the context and intervening conditions, and delineates the consequences for the phenomenon.

reported accordingly.

Based on the results derived from the axial coding phase, the third step, the selective coding phase, was conducted.²⁷ In this phase, the researcher attempted to summarize possible recommendations on the basis of both open coding and axial coding, which was expected to be helpful and potentially applied to future Olympic host cities. Furthermore, conclusions regarding the exploration on post-Games utilization of Beijing's Olympic venues were inductively addressed based on all the investigations reported.

5. Limitations and Delimitations

A scarcity of literature sources (either hard copies or electronic documents) regarding post-Games utilization of Beijing Olympic venues is a major limitation for this study. Detailed and authentic information and facts regarding the venues have not been released to the public by relevant authorities through any accessible channels. Further, incorrect facts regarding the venues have been “copied and pasted” and circulated. In effect, they are nothing but rumors. The researcher must be highly cautious in this regard.

In addition to written materials, accessibility is also a major limitation for key figure interviews. Authorities of the venues were often reluctant to disclose facts to either the media or members of the academic field, especially facts that may cause negative repercussions for the authorities. The directors or supervisors of certain venues, especially those owned by multi-governments were reluctant to accept interviews because of their purviews, regulations and discipline of the system in which they work. Their

²⁷ Ibid., according to the author, in selective coding, the researcher identifies a “story line” that integrates the categories in the axial coding, and in this phase propositions or hypotheses are presented.

limiting considerations are: limit of authorization or rules, lack of mutual trust, self-judged low-level of interviewers, not enough interest to be interviewed, or even their own personalities. Under such situations, directors/managers/supervisors of Olympic Tennis Center, Hockey Field, Archery Field, Olympic Softball Field, Beach Volleyball Ground, and Triathlon Course rejected the researcher's request for interview. Thus, the lack of information from those venues became a limitation.

In terms of delimitations, only the thirty-one Olympic venues in Beijing were investigated, though there are another six sport venues located at other cities in China that were also used as competition sites during the Olympic Games in 2008. As to the temporarily-built Olympic Venues, some of the total of eight were dismantled right after the Olympic Games. For instance, the Road Cycling Race Course was restored back to city roads for regular traffic. Thus, these temporary venues were not considered.

6. Outline of the Findings

1. Overall Investigation of the Venues
 - 1-1. Geographical Distribution: A New Look
 - 1-2. Focusing on the Olympic Central Area
 - 1-2-1. Original Selection of Location
 - 1-2-2. BOPAC
 - 1-2-3. BODA
2. Government-Owned Venues
 - 2-1. By State-Owned Enterprise
 - 2-1-1. China National Convention Center (CNCC)
 - 2-1-2. "Water Cube"
 - 2-2. By Municipal Level Authorities
 - 2-2-1. Beijing Gong Ti Center
 - 2-2-2. Urban Road Cycling Course
 - 2-3. By District Governments
 - 2-3-1. Shun Yi Olympic Aquatic Park: Shun Yi District
 - 2-3-2. BMX Field and Mountain Bike Course: Shi Jing Shan District
 - 2-3-3. Beach Volleyball Ground: Chao Yang District
 - 2-3-4. Triathlon Course: Chang Ping District

- 2-3-5. Softball Field: Feng Tai District
- 2-4. Transferred Ownerships
 - 2-4-1. “Birds’ Nest”
 - 2-4-2. National Indoor Stadium (NIS)
 - 2-4-3. Olympic Forest Park: Tennis, Hockey and Archery Field
- 3. General Administration of Sport China (GASC)-Owned Venues
 - 3-1. Lao Shan Velodrome
 - 3-2. Beijing Shooting Range Hall and Clay Target Field
 - 3-3. Capital Indoor Stadium (CIS)
 - 3-4. National Olympic Sport Center (NOSC)
 - 3-4-1. NOSC Stadium
 - 3-4-2. NOSC Gymnasium
 - 3-4-3. Ying Tung Natatorium
- 4. University-Owned Venues
 - 4-1. Peking University (PKU) Gymnasium
 - 4-2. China Agriculture University (CAU) Gymnasium
 - 4-3. Beijing Institute of Technology (BIT) Gymnasium
 - 4-4. Beihang University (BUAA) Gymnasium
 - 4-5. University of Science and Technology Beijing (USTB) Gymnasium
 - 4-6. Beijing University of Technology (BJUT) Gymnasium
- 5. Private Enterprise-Owned Venues
 - 5-1. Wu Ke Song MasterCard Center (MCC) and Baseball Field

Chapter 2. Literature Review

1. Post-Olympic Effect on Host Cities

In 2002, the IOC held an international symposium in Lausanne, Switzerland, titled “the Legacy of the Olympic Games, 1984-2002.” The Proceedings of the symposium grouped the legacies into seven aspects: urban and environmental legacies; sporting legacies; economic and tourism legacies; political legacies; cultural, social and communication legacies; education and documentation legacies; and organizing and planning legacies. The messages derived drastically emphasized the importance and great significance of Olympic legacy, in particular to the host cities, especially those hosting after Los Angeles in 1984.¹ Some scholars discussed the Olympic legacies for the international Olympic movement in general. From an historical perspective, Barney grouped the legacies into five aspects: rebirth legacy, symbol legacy, (Olympic) mark protection legacy, television (rights) legacy, and commercialism legacy, by which the legacy of wealth from the Olympics was contended as a double edge sword.² Kidd stated that the Olympic sporting legacy had been highly uneven and uncertain; and for the host cities positive legacies did not always happen.³ Further, it was stated that new Olympic facilities in the host cities could be too expensive to operate and maintain or might have little connection with local sporting culture.⁴ Kidd also made positive comments on the sport facilities built in Barcelona for the 1992 Olympic Games regarding their spatial

¹ International Olympic Committee, *The Legacy of the Olympic Games: 1984-2000*. Lausanne: (November 2002).

² Robert K. Barney, “The Olympic Legacy of Wealth: A Double Edged Sword,” in *The Legacy of the Olympic Games: 1984-2000*, eds., Miquel de Moragas, Christopher Kennett, and Nuria Puig (Lausanne: IOC, November 2002), pp. 43-53.

³ Bruce Kidd, “The Global Sporting Legacy of the Olympic Movement,” in *The Legacy of the Olympic Games: 1984-2000*, p. 136.

⁴ Ibid.

distribution, but he also stated that the 2000 Sydney Olympic Games raised the bar significantly, including the standard and requirement of sport facilities for future host cities.⁵

In terms of the context of the legacies to the host cities, Cashman questioned the term “legacy” and stated that it should be replaced by the term “outcomes,” because there were both positive and negative “legacy aspects” of the Olympic Games.⁶ For the negative outcomes, Cashman listed post-Games issues such as public debt and continuing cost of operating those expensive and under-used Olympic facilities.⁷ Cashman classified Olympic legacies (outcomes) into six groups: economic legacy; legacy of the built and physical environment; information and education legacy; legacy of public life, politics and culture; legacy of sport; and legacy of symbols, memory and history.⁸ Through this categorization of legacies, Cashman discussed how a host city should utilize the benefits and avoid negative outcomes from the Olympic Games during the post-Games period.

In addition, Geraint John discussed the Olympic impact on urban planning policy; he also discussed what geographical factors needed to be taken into consideration when designing Olympic sport facilities.⁹ By providing readers with the examination of the Barcelona Olympics, Truñó reported the legacy of the 1992 Barcelona Olympic Games on a positive note and stated that the impact of the Games stimulated the post-Games development of the city.¹⁰ In terms of the Sydney Games, facing the huge cost of the

⁵ Ibid., pp. 142-143.

⁶ Richard Cashman, “What is ‘Olympic Legacy’?” In *The Legacy of the Olympic Games: 1984-2000*, pp. 31-42.

⁷ Ibid., p. 34.

⁸ Ibid., pp. 35-37.

⁹ Geraint John, “The Impact of the Olympic Games on the Urban Planning Policy of the City,” in *The Legacy of the Olympic Games: 1984-2000*, pp. 69-73.

¹⁰ Enric Truñó, “The Political Legacies of the Olympic Games: Barcelona 1992,” in *The Legacy of the Olympic Games: 1984-2000*, pp. 253-258.

Olympic venues both from the construction before the Games and the maintenance after the Games, Searle stated that the main post-Games issue concerned how the on-going operation and maintenance costs of the venues can be paid for.¹¹ It was also stated that the two main Olympic stadiums, Stadium Australia and the Super Dome, would eventually involve significant costs to the State government and private sector.¹²

Although Olympic legacies were generally considered in either tangible or intangible context, some scholars pointed out post-Games issues for Olympic host cities. Essex and Chalkley stated that the OCOGs and city planners might overstate the positive post-Games impacts and understate the negative impacts for their own group interests.¹³ Many post-Olympic issues that host cities face derive from the OCOGs' unrealistic and over-ambitious plans and expectations.¹⁴ Unfortunately, the host cities themselves are intricately involved in those plans and expectations. The authors also contended that under-utilization of Olympic sport venues after the Games was a common issue in the host cities – a problem still unsolved.¹⁵ And finally, the authors concluded that host cities should follow a long-term development plan that would not depend exclusively on the Olympics for implementation.¹⁶

Hiller pointed out that post-Games outcomes instead of legacies caused serious issues for the host cities; and one of those issues related to post-Games usage of facilities, namely, whether those facilities built with public money would be used by elite athletes

¹¹ Glen H. Searle, "The Urban Legacy of the Sydney Olympic Games," in *The Legacy of the Olympic Games: 1984-2000*, p. 120.

¹² Ibid., p. 118.

¹³ Stephen Essex and Brian Chalkley, "The Infrastructural Legacy of the Summer and Winter Olympic Games, A Comparative Analysis," in *The Legacy of the Olympic Games: 1984-2000*, p. 95.

¹⁴ Ibid., p. 96.

¹⁵ Ibid., p. 97

¹⁶ Ibid., p. 99.

or the general public.¹⁷ In terms of the economic impact of the Olympic Games, from a longitudinal perspective, Hiller proposed a political economy model that distinguished three kinds of linkages: forward linkages, backward linkages and parallel linkages, by which long-term impact of the Games and their intended/unintended and anticipated/unanticipated consequences can be identified in a longitudinal or historical context.¹⁸ Moreover, though Hiller admitted that Olympic sport facilities were lasting Olympic legacies in the host cities, they also represented dilemmas and challenges.¹⁹

Other scholars weighed in on the impacts of the Olympic Games on the host cities in a broad context. Ritchie identified six aspects of impact from a mega-event such as the Olympic Games on the development of host cities: (1) economic, (2) physical, (3) tourism, (4) socio-cultural, (5) psychological, and (6) political.²⁰ Similarly, Malfas, Theodoraki and Houlihan grouped the impacts into four aspects: (1) socio-economic, (2) socio-cultural, (3) physical, and (4) political.²¹ Meanwhile, certain studies focused on one specific aspect of the impacts, such as economic impact, and analyzed the realities (or myth) between costs and benefits with respect to the Olympic Games.²² Furthermore, from a global perspective, Short discussed the impact of globalization of the Olympic Games on those host cities which tried to enhance their city image in international

¹⁷ Harry H. Hiller, "Toward a Science of Olympic Outcomes: The Urban Legacy," in *The Legacy of the Olympic Games: 1984-2000*, p. 108.

¹⁸ Harry H. Hiller, "Assessing the Impact of Mega-events: A Linkage Model," *Current Issues in Tourism* 1, no.1 (1998), pp. 47-57.

¹⁹ Harry H. Hiller, "Post-Event Outcomes and the Post-Modern Turn: the Olympics and Urban Transformations," *European Sport Management Quarterly* 6, no.4 (December 2006), pp. 317-332.

²⁰ Brent Ritchie, "Assessing the Impact of Hallmark Events: Conceptual and Research Issues," *Journal of Travel Research* 23, no. 2 (1984), pp. 2-11.

²¹ M. Malfas, E. Theodoraki, and B. Houlihan. "Impacts of the Olympic Games as Mega-events," *Municipal Engineer* 157, no. 3 (September 2004), pp. 209-220.

²² Holger Preuss, "Rarely Considered Economic Legacies of Olympic Games," in *The Legacy of the Olympic Games: 1984-2000*, pp. 245-252; Klaus Heinemann, "The Olympic Games: Short-Term Economic Impacts or Long-Term Legacy?" In *The Legacy of the Olympic Games: 1984-2000*, pp. 181-194; Evangelia Kasimati, "Economic Aspects and the Summer Olympics: A Review of Related Research," *International Journal of Tourism Research* 5, no. 6 (2003), pp. 433-444.

context.²³ Gratton and Preuss also made an attempt to clarify the correlation between the Olympic impact and its so called legacies by discussing the definition of Olympic legacy and by identifying six key elements of Olympic structures, which were: (1) infrastructure, (2) knowledge, skill-development and education, (3) image, (4) emotions, (5) networks, and (6) culture.²⁴

Some scholars investigated specific editions of the Olympic Games from which a more detailed scenario can be scrutinized. Gerlach focused on the issue of creating a memorial park in Salt Lake City where the 2002 Olympic Winter Games were hosted. He stated that when the Games passed, people's interests passed and few had passions to care for Olympic-related matters that could adversely affect legacy left from the Games.²⁵ Wood described woeful economic situations in Greece and questioned whether those luxurious and magnificent Olympic sport facilities were essential in a country in need of more hospitals and long-term economic benefits that better highways might provide.²⁶ By describing the conditions of Sydney's Olympic venues a couple of years after the 2000 Games and discussing the lessons future host cities might learn, Ren proposed several impacts that Olympic Games had on host cities and countries such as sporting, political, economic and environmental impact.²⁷

²³ John R. Short, "Globalization, Cities and Summer Olympic Games," *City* 12, no. 3 (December, 2008), pp. 321-340.

²⁴ Chris Gratton and Holger Preuss, "Maximizing Olympic Impacts by Building up Legacies," *International Journal of the History of Sport* 25, no. 14 (December 2008), pp. 1922-1938.

²⁵ Larry R. Gerlach, "From Gathering Place to Visitor's Center: Power, Politics, and Salt Lake City's Olympic Legacy Park," *OLYMPIKA: The International Journal of Olympic Studies*, XIX (2010), pp. 1-40.

²⁶ Clement Wood, "Costly Sporting: Greece's Post-Olympic Woes," *Harvard International Review* (Spring, 2005), pp. 11-12.

²⁷ Hai Ren, "Impacts of Olympic Games on the Host Cities and Countries," *Journal of Sport and Science* 27, no. 1 (January 2006), pp. 4-6. To avoid confusion between the usual "Chinese manner" of expressing the proper names of individuals, that is, by noting the family name first, followed by the given name, and that of the English-language world of expression, that being noting a person's given name first, followed by the family name, I have elected to follow the "English language" format. All Chinese names noted render the given name first, followed by the family name.

The Sydney case, as the first Olympic Games in the new century, inevitably attracted the attention of scholars. Cashman made concerted efforts on the Sydney case. In his book published in 2006, six years after the Sydney Games, Cashman provided readers with a general description regarding post-Games issues the city faced.²⁸ Comparing Cashman's view in 2006 with Cashman's and Hughes' message from their book, *Staging the Olympics*,²⁹ in 1999, regarding what the Olympic legacy in Sydney would be, it can be found that Cashman's view about Olympic legacy and post-Games effect evolved into an objective and rational context, in which legacy and outcomes relative to post-Games effect was dynamic and constantly-changing. Further, Cashman stated that the condition of post-Games utilization of Olympic venues in Sydney fluctuated depending on various factors which intertwined with local cultural and tradition backgrounds, international environments, and economic situations.³⁰ He contended that in terms of the legacy, the most important one that was always emphasized was economic impact because undoubtedly commercial interests and economic benefits had higher priority than sports, culture and environment in the context of Olympic Games, especially during the last three decades.³¹ As to the venues in Sydney, he stated that the bigger the venue, the more negative usage conditions experienced during the first couple of years after the Games.³² Also, nine years later in 2009, Cashman proposed four stages of the development of Sydney's Olympic legacy: (1) local Olympic vision before the Games, (2) realizing the insufficient plan right after the Games,

²⁸ Richard Cashman, *The Bitter-Sweet Awakening: The Legacy of the Sydney 2000 Olympic Games* (Sydney: Walla Walla Press, 2006).

²⁹ Richard Cashman and Anthony Hughes, "Cost and Benefits," in *Staging the Olympics: The Event and Its Impact*, eds., Richard Cashman and Anthony Hughes (Sydney: UNSW Press, 1999), pp. 195-200.

³⁰ Richard Cashman, *The Bitter-Sweet Awakening: The Legacy of the Sydney 2000 Olympic Games*.

³¹ *Ibid.*, Chapter 4.

³² *Ibid.*, Chapters 6 and 7.

(3) belated plan developed, and (4) the vision adapted and modified to suit the changing post-Games environment.³³

A more critical book regarding Sydney's Olympics, Lenskyj's *The Best Olympics Ever? Social Impacts of Sydney 2000* criticized the Olympics in Australia and the global Olympic movement in general in various aspects, including their so-called legacy.³⁴ The style of post-modernism defines the author clearly against those so-called sycophant scholars of the Olympics. While defending the protesters surrounding the Sydney Olympics, the author placed herself in the same position of criticism – exploitation of the Olympics as a platform to realize one's own purpose and group interests.

Some scholars consider the 1992 Barcelona Games as successful as Sydney 2000. In addition to Truñó's contribution mentioned above, Brunet stated that the Olympics in 1992 were considered a stimulant for the city to accomplish its sustainable development during the following years and emphasized that a long-term strategy would be extremely important for city planning in the Olympic context and maintaining the Olympic impetus in a relatively long term after the Games.³⁵

Speaking of the "successful" editions of the Olympic Games, one festival cannot be ignored, the 1984 Los Angeles Games, which were considered the turning point of the Modern Olympic Movement. Particularly with regard to sport facilities, to control the cost of the Games, the organizers made extensive use of existing facilities. By refurbishing existing sport venues in Southern California, the organizers saved millions

³³ Richard Cashman, "Regenerating Sydney's West: Framing and Adapting an Olympic Vision," in *Olympic Cities: 2012 and the Remaking of London*, Chapter 8.

³⁴ Helen Lenskyj, *The Best Olympics Ever? Social Impacts of Sydney 2000* (Albany: State University of New York Press, 2002).

³⁵ Ferran Brunet, "The Economy of the Barcelona Olympic Games," in *Olympic Cities: 2012 and the Remaking of London*, edited by Gavin Poynter and Iain MacRury (Farnham, England; Burlington, VT: Ashgate, 2009), Chapter 6.

of dollars. As a result, there were only three venues, cycling, swimming and shooting, built specifically for the Games.³⁶ Unfortunately, no organizers since 1984 followed this method, that being heavily relying on existing facilities to reduce the cost of the Games.³⁷ MacRury compared two typical but opposite cases, the 1976 Montreal Games and 1984 Los Angeles Games, and stated that the former mainly relied on public funding, while the latter relied on private funding.³⁸ Also, in tune with Los Angeles, funding for the 1996 Atlanta Olympic Games came largely from private/corporate money. On the other hand, for Barcelona in 1992 and London in 2012, public funding exceed (ed) 70% of the total.³⁹ However, Crompton stated that also in the United States, professional sports often gained public subsidies from multilevel governments such as the investment in facilities for team sports.⁴⁰ The rationale was also provided: (1) economic impact (usually positive) from spending of visitors, (2) increased community visibility, (3) enhanced community image, (4) stimulations of other development, and (5) psychic benefits.⁴¹ Contrastingly, the different attitudes toward the Olympic Games and professional sports in the United States can be seen from these studies.

As to comparative studies, Andranovich, Burbank and Heying undertook a comparison among the Olympic cities in the US.⁴² They examined the Olympic experiences of Los Angeles, Atlanta and Salt Lake City regarding the differences and

³⁶ Wayne Wilson, "The Legacy of Raised Expectations: The Impact of Los Angeles 1984 Games," in *The Legacy of the Olympic Games: 1984-2000*, pp. 482-487.

³⁷ Ibid., p. 483.

³⁸ Iain MacRury, "Branding the Games: Commercialism and the Olympic City," in *Olympic Cities: 2012 and the Remarking of London*, Chapter 3.

³⁹ Ibid., p. 48.

⁴⁰ John Crompton, "Public Subsidies to Professional Team Sport Facilities in the USA," in *Sport in the City: The Role of Sport in Economic and Social Regeneration*, eds., Chris Gratton and Ian Henry (London; New York: Routledge, 2001), Chapter 2.

⁴¹ Ibid.

⁴² Greg Andranovich, Matthew J. Burbank, and Charles H. Heying, "Olympic Cities: Lessons Learned from Mega-event Politics," *Journal of Urban Affairs* 23, no. 2 (2001), pp. 113-131.

similarities of the methods and approaches applied during the bidding phase and preparation phase of their Olympic journeys. To some extent, all three US cities applied a Private-Public Partnership (PPP) model.⁴³ Although they are very different in terms of size, economic base, social composition, political history, and hosted lengthy time periods apart, they share solid similar characteristics, such as political systems, national structure, cultural background, traditions, social norms, and macro economic surroundings, all of which are indispensable when composing such comparative studies. In contrast, certain comparative studies comparing different Olympic host cities in terms of their economy of hosting the Games, lack basic similarities, which makes it like “water without sources” and “trees without roots.” Preuss’ book made efforts to analyze and compare the economics of hosting the Olympic Games among host cities between 1972 and 2008.⁴⁴ Undoubtedly, solid statistical data were utilized and scientific methods were applied throughout the entire book. Since the data used in the book when analyzing benefits and costs of hosting the Games mainly stemmed from the OCOGs’ official reports after the Games were finished, it was easy to organize and justify because the OCOGs, with their short-lived life span were consistently characterized by similar organizational structure and goal. However, a true cost-benefit analysis should not be drawn from an obviously biased OCOG. Without essential data from reliable sources, Preuss’ work can be misleading.

⁴³ Ibid., p.114. The PPP model was introduced as an advanced approach to the Beijing Olympics when Beijing authorities considered investment ways of construction and post-Games management of their Olympic venues.

⁴⁴ Holger Preuss, *The Economics of Staging the Olympics: A Comparison of the Games 1972-2008* (Cheltenham, UK; Northampton, MA, USA: Edward Elgar, 2004).

2. Historical Retrospect: “Olympic Cities”

For general discussion of Olympic cities and relationships between the Olympic Games and host cities, scholars have focused viewpoints from an historical perspective. Chalkley and Essex identified four chronological phases in the development of the Olympics in terms of the impact of each Olympic Games on a host city’s facilities, environment, and infrastructure: (1) the period from 1896 to 1904 when the Games were small-scale, poorly-organized and their urban impacts minimal, (2) the period from 1908 to 1932 when the Games became larger in scale, better-organized and usually involved the construction of some substantial new purpose-built sports facilities, (3) the period from 1936 to 1956 when sports facilities emerged as “flag-ship” symbols of the host cities, even though urban impacts remained modest, and (4) the period from 1960 to 1996 when the Games triggered large-scale urban improvement and had more substantial impacts on host cities’ environments.⁴⁵ Since, in certain phases, there are unique cases that are not consistent with the others, that is, not in accord with the defined characters of development, such as the 1936 Berlin Games in the second phase and the 1968 Mexico Games and the 1984 Los Angeles Games in the fourth phase, the arguments Chalkley and Essex advocated, weaken.

In an earlier article, Essex and Chalkley focused on the development of Olympic sports facilities, namely, the built environment. Olympic venues built in various cities were reviewed along with the order based on their influence and impact on the cities’ development. The authors categorized the cities into three groups according to the level of the scale of facilities: (1) low impact Games (1900, 1904, 1948, 1968 and 1984), (2)

⁴⁵ Brian Chalkley and Stephen Essex, “Urban Development through Hosting International Events: History of the Olympic Games,” *Planning Perspectives* 14, no. 4 (1999), pp. 369-394.

modest impact Games with some additional sport facilities (1908, 1912, 1932, 1936, 1952, 1956 and 1996), and (3) heavy impact Games that stimulated transformation of the cities (1960, 1964, 1972, 1976, 1980, 1988, 1992 and 2000).⁴⁶ Based on the characteristics the authors defined, the 2008 Beijing Games undoubtedly should be placed in the third group.

Gold and Gold's book, *Olympic Cities: City Agendas, Planning and the World's Games, 1896-2012*, provided readers with an historical panoramic scenario of the development of the Olympic Movement.⁴⁷ Each Olympic city was introduced, one by one, with a time order, both for Winter Games and Summer Games, in which Olympic sport facilities were listed and discussed, respectively, providing readers with a systematic thread and outline for the Olympic venues and their post-Games utilization. Chronologically, the Olympic Games were categorized by certain similar characteristics. For instance, the 1980 Moscow Games and 1984 Los Angeles Games were grouped into a category called "Ideological Games."⁴⁸ In addition, several themes were also proposed and discussed, such as the Olympic Winter Games, Cultural Olympiad, Paralympics, commercialism and finance of the Games, which were followed by several specific studies, such as Berlin 1936, Montreal 1976, Barcelona 1992, Sydney 2000, Athens 2004, and Beijing 2008.

3. Current Studies on Post-Games Utilization of Beijing Olympic Venues

During the three and a half year period following the Beijing Olympic Games,

⁴⁶ Stephen Essex and Brian Chalkley, "Olympic Games: Catalyst of Urban Change," *Leisure Studies* 17, (1999), pp. 187-206.

⁴⁷ John R. Gold and Margaret M. Gold, eds., *Olympic Cities: City Agendas, Planning and the World's Games, 1896 – 2012* (London and New York: Routledge, 2007).

⁴⁸ Ibid.

scholars, especially those from China, paid much attention to post-Games effects on Beijing's Olympic venues, the city's economic conditions, the finance of the Games, and Olympic legacies. *The 2008 Annual Summary of Research Studies on Beijing Olympic Year*, published at the beginning of 2009, stated that the Olympic economy significantly stimulated the development of the city, improved its industrial structure, and accelerated the progress in social environment and civil behaviors.⁴⁹ The document also pointed out that the government should be highly sensitive towards the fact that negative influences could occur after the Games experienced by previous host cities, such as inflated real estate bubbles, extra public cost that burdened local residents, and imbalance of economic development among districts in the city.⁵⁰ As to the Olympic venues, the article contended that over-emphasized national sports led to underused conditions among Olympic facilities in Beijing, which meant that certain venues might not be used by the public. Also, some suggestions were proposed to better utilize the venues.⁵¹ Wang proposed suggestions regarding how to further make use of the venues, such as converting sport functions to commercial or cultural functions for specific venues like the Water Cube and the National Indoor Stadium.⁵² Li, Wang, and Wan reviewed recent studies on the Beijing Olympics and analyzed the relationship between mega-events and host cities and the former's impacts on the latter.⁵³

Lei contended that Olympic venues must be considered a public product,⁵⁴

⁴⁹ "The 2008 Annual Summary of Research Studies on Beijing Olympic Year," *Beijing Social Science*, no. 1 (2009), pp. 73-92.

⁵⁰ *Ibid.*, p. 74.

⁵¹ *Ibid.*, pp. 75-76.

⁵² Zhengang Wang, "Olympic Economy and Direction of Post-Olympic Development in China," *Securities & Futures of China*, no. 4 (2010), pp. 100-102.

⁵³ Huangxing Li, Yiti Wang, and Xudong Wan, "A Summary of Research Studies on Beijing Olympics and City Development," *Beijing Planning Review*, no. 2 (2009), pp. 34-39.

⁵⁴ "Public product" is a specific term in China to describe the items such as infrastructure of the city or the

providing service functions for the public in host cities.⁵⁵ Lei also analyzed potential reasons that adversely affected public functions during the post-Games period.⁵⁶ Tian analyzed the characteristics of Olympic venues in terms of the differences between public product and private product and provided different operating modes dependent on their different characters.⁵⁷ Putting aside the debate regarding whether they belong to public or private product, Chen and Dong investigated general conditions of several Olympic venues in Beijing two years after the Games.⁵⁸ They concluded that there were some well-operated venues, such as the National Stadium (Bird's Nest) and the National Aquatic Centre (Water Cube), as well as some poorly-operated ones, such as the Tennis Facility in the Olympic Green and the Gymnasium at Peking University.⁵⁹ Liu found similar results in his article published in 2009. According to Liu, the Water Cube was full of tourists all the time, so that people had to wait in line to visit it, and the Bird's Nest made a profit (more than US\$40 million within one year, including 70% coming from admission tickets).⁶⁰ However, Zimbalist stated just a couple of months later that the Water Cube was severely underused.⁶¹ Matheson also pointed out that the Water Cube would have little use as a state-of-the-art swimming facility.⁶² Further, the *Associated Press* predicted that it was quite hard to believe that the Bird's Nest's own revenue could

public transportation system that serves the public in general.

⁵⁵ Li Lei, "Innovating Public Service of Olympic Venues and Promoting Cities' Overall Functions," *China Urban Economy*, no. 10 (2010), pp. 238-240.

⁵⁶ Ibid.

⁵⁷ Luyang Tian, "Operation Mode of Olympic Venues after the Olympic Games," *Value Engineering*, no. 4 (2011), pp. 129-130.

⁵⁸ Rui Chen and Jie Dong, "Post-Games Operation of Beijing Olympic Venues," *Sports Culture Guide*, no. 9 (2010), pp. 60-64.

⁵⁹ Ibid.

⁶⁰ Yunyue Liu, "Anniversary for Beijing Olympics," *Bing Tuan Jian She*, no. 8 (2009), pp. 26-27.

⁶¹ Andrew Zimbalist, "Is it Worth It?" *Finance & Development* 47, no. 1 (March 2010), pp. 8-11.

⁶² Victor Matheson, "Caught under a Mountain of Olympic Debt," *Boston Globe*, August 22, 2008, www.boston.com/sports/other_sports/olympics/articles/2008/08/22/caught_under_a_mountain_of_olympic_debt/ (accessed March 15, 2012).

offset the at least 19 million dollar annual maintenance cost and debt payments.⁶³ Wang and Zhao expressed their concern in 2010 that after the first step, the Bird's Nest and the Water Cube faced considerable operating pressures.⁶⁴

No matter what the situation after the Olympic Games, the IOC and the OCOGs always make their profits from the Games. Beijing is no exception. Predictably, based on a national audit report, Shi and Feng indicated that the IOC and BOCOG made profits from the Beijing Games much higher than that experienced relative to Athens in 2004.⁶⁵ In contrast, Zhou examined the phenomenon of Olympic economy decrease and stated that Beijing should have learned from previous lessons.⁶⁶ In terms of venue distribution and geographical layout, Hu and Zhou suggested that Beijing should learn from the experiences the Australians had for the 2000 Sydney Games.⁶⁷ Meanwhile, Liu discussed the models of both Sydney and Athens and pointed out respective advantages and disadvantages, based on which suggestions in terms of cost reduction and venue function conversion were proposed.⁶⁸ Liu and Li stated that Beijing's Olympic venues, especially the famous ones such as the Bird's Nest and the Water Cube within the Olympic Park, could be developed to interface with the tourism industry of the city.⁶⁹

Some scholars examined the relationship between Olympic legacies and

⁶³ The Associated Press, "Beijing Prepares for Olympic Venues' Future," August 25, 2008, www.msnbc.msn.com/id/26393878/ns/beijing_olympics-beijing_olympics_news/ (accessed March 15, 2012).

⁶⁴ Yong Wang and Renwei Zhao, "Burden or Wealth: Beijing Olympic Venues," *China Market*, no. 12 (2010), p. 60.

⁶⁵ Qingfu Shi and Zhenwei Feng, "Financial Analysis of Beijing Olympic Games," *Sport*, no. 20 (April 2011), pp. 135-136.

⁶⁶ Haiyun Zhou, "Research on the Phenomenon of Olympic Economy Decrease," *Productivity Research*, no. 11 (2009), pp. 138-140.

⁶⁷ Yizhi Hu and Weimin Zhou, "Conversion of Olympic Functional Zone: The Significance of Sydney Mode to Beijing," *Beijing Planning Review*, no. 2 (2009), pp. 40-44.

⁶⁸ Xiaohui Liu, "The Operation and Management of Beijing Olympic Stadium: A Lesson from Sydney and Athens," *Journal of Hui Zhou University* 29, no. 6 (December 2009), pp. 112-115.

⁶⁹ Yuzhu Liu and Hong Li, "Development Model of Sport Tourism in Beijing after the Olympics," *Journal of Mudanjiang University* 19, no. 5 (May 2010), pp. 89-91.

post-Games utilization and management of Beijing's Olympic venues. Although Li stated that the most precious legacy the Olympics left to Beijing was the change in people's minds,⁷⁰ other scholars thought tangible legacies, such as tourism destinations, sport venues, public transportation, and Olympic archives, were more important.⁷¹ Depending on different venue zones in Beijing, Sun proposed various solutions for public use of facilities and, as well, their purpose as major tourist destinations.⁷² By analyzing previous experiences in Seoul, Sydney, and Athens, as well as Beijing's current conditions, Li and Gao stated that Post-Games utilization and management of Beijing Olympic venues necessarily needed certain supportive policies from multi-level governments in China.⁷³ Otherwise, precious Olympic legacies would be difficult to manage.⁷⁴ In addition to supportive policies, Liu stated that certain structural reform regarding management and administration systems for the venues should be carried out before the management model might be changed.⁷⁵ In terms of the most expensive venue in Beijing, the National Stadium, or Bird's Nest, some scholars examined its management and operating model after the Games. Zhu, Zhang and Duan analyzed the management model, the Public-Private Partnership (PPP) model, and the planned rights separated between ownership and rights of management for the Stadium proposed by Beijing municipal government prior to the Games.⁷⁶ Wang discussed the issue of naming rights for the

⁷⁰ Guanyun Li, "Olympic Legacies," *China Entrepreneur*, no. 14 (2008), p. 168.

⁷¹ Gaiyan Wang, "Analysis of the Olympic Archives Heritage," *Sichuan Sports Science*, no. 1 (March 2011), pp. 5-6.

⁷² Shuzong Sun, "An Analysis of the Useful Value of the Olympic Fields and Stadium after Beijing 08' Olympic Games," *Liaoning Sport Science and Technology* 31, no. 1 (February 2009), pp. 9-10.

⁷³ Yan Li and Yajing Gao, "Inspiration for Large Scale Venues Construction and Management," *Journal of Hebei Institute of Physical Education* 24, no. 6 (November 2010), pp. 28-30.

⁷⁴ Ibid.

⁷⁵ Jizhi Liu, "Overall Utilization of Olympic Venues," *Chinese Economic & Trade Herald*, no. 16 (2009), p. 87.

⁷⁶ Jie Zhu, Yang Zhang and Wenyi Duan, "Comparative Study on Post-Games Management and Operation for Large-Scale Sport Venues," *Gansu Keji Zongheng (Gansu Province Science)* 39, no. 2 (2010), pp.

Bird's Nest and contended that the Stadium should better serve professional sports in China.⁷⁷ Zhang stated that the national stadium faced embarrassing situations because of the negative Post-Olympic effect and the contradiction between its public character and private character.⁷⁸

Specifically, some scholars investigated current utilization conditions of the venues located in the universities. There were six competition venues in the universities. Zhang and Zhang made a general examination of all six.⁷⁹ Guo, Shu and Liu realized that companies targeted university students as their marketing target group; the venues became a platform on which marketing strategies were based.⁸⁰ They contended that sport venues in the universities should be put into market-making profit, maximizing their commercial value instead of only serving students.⁸¹ Also, a specific venues management team should be built up to better organize and operate the venues for their marketing activities.⁸² In addition, the Olympic venues in the universities should serve national-level elite athletes for the Olympic gold medal strategy in China and hold more commercial sports events because of their high quality conditions.⁸³

Actually, well before the 2008 Olympic Games commenced, some scholars had

10-12.

⁷⁷ Weixue Wang, "Post-Games Utilization of Large-Scale Sport Venues In Beijing," *Journal of Yangtze University* 6, no. 3 (September 2009), pp. 277-279.

⁷⁸ Xin Zhang, "Some Thoughts on Post-Games Utilization of Beijing Olympic Venues," *Theoretic Observation* 59, no. 5 (2009), pp. 78-79.

⁷⁹ Peng Zhang, "Olympic Venues in Universities, Part I," *China Modern Education Equipment*, no. 7 (2008), pp. 174-177; Bizhu Zhang, "Olympic Venues in Universities, Part II," *China Modern Education Equipment*, no. 8 (2008), pp. 174-175.

⁸⁰ Wuyi Guo, Jingdan Shu and Ying Liu, "Post-Games Development Mode of Olympic Gymnasium at College in Beijing," *Journal of Hebei Institute of Physical Education* 24, no. 2 (March 2010), pp. 11-15.

⁸¹ *Ibid.*, pp. 12-14.

⁸² Wuyi Guo, Jingyi Wan and Xi Zhang, "Operation and Management of Olympic Gymnasiums in Colleges and Universities after the Games," *Experimental Technology & Management* 25, no. 8 (August 2008), pp. 153-156.

⁸³ Wuyi Guo, Jingyi Wan and Feng Ding, "Functions and Values of Sport Venues in the Universities and Their Post-Games Utilization," *Market Modernization*, no. 535 (April 2008), pp. 307-308.

already paid attention to sport venues in Beijing and the issue regarding post-Games utilization. As early as 2003, Zhao pointed out that both the condition and the number of sport venues in Beijing were far below the level experienced in certain developed countries.⁸⁴ On the other hand, some sport venues were underused, especially some of those built for Beijing's Asian Games in 1990.⁸⁵ Shi compared the conditions between Sydney and Beijing regarding sport venue construction and contended that the construction of Beijing Olympic venues must follow the principle of sustainable development of the city so that post-Games utilization of them could be successfully handled.⁸⁶ Zhang reviewed the conditions of post-Games utilizations from previous Olympic Games such as Seoul, Sydney, Los Angeles and Athens, and concluded that intangible and symbolic values of Olympic sport venues should be emphasized along with their practical planning for post-Games utilization.⁸⁷ Lin also introduced previous cases of Olympic venue types and their geographical distribution and provided readers with some kinds of functions with respect to post-Games utilization of Olympic venues, such as alternative function, multi-function and sport function.⁸⁸ Wang and Guo examined both strengths and weaknesses of authorities' decisions regarding management of Beijing Olympic venues and concluded that the conditions of venue management and utilizations depended on reform of Chinese sport policies in general, both for national

⁸⁴ Guang Zhao, "The Stadium Construction Programming and Later Usage for 2008 Beijing in Olympic Games," *Journal of Nanjing Institute of Physical Education* 17, no. 1 (2003), pp. 18-21.

⁸⁵ *Ibid.*, p. 19.

⁸⁶ Zhenguo Shi, "Consideration about Olympic Games Stadium Building Sustainable Development of Peking in 2008," *Journal of Capital Institute of Physical Education* 16, no. 3 (September 2004), pp. 39-40.

⁸⁷ Xiaojun Zhang, "How We Can Do to Olympic Venues after the Games," *China Economic & Trade Herald*, no. 19 (2004), pp. 54-55.

⁸⁸ Xianpeng Lin, "Research on the Construction and Post-Games Utilization of Modern Olympic Venues," *Journal of Beijing Sport University* 28, no. 11 (November 2005), pp. 1441-1444.

elite sport and mass sport after the 2008 Olympic Games.⁸⁹ Cui questioned the opinion that Olympic venues would be precious legacies to the city and doubted if it was necessary to invest so much money on sport facilities for only two-week events like the Olympic Games. The author also contended that commercialism might be the most important solution to post-Games utilization of Beijing Olympic venues no matter how the venues could be defined, public product or private product.⁹⁰ From an historical perspective, Chen and Ren reviewed the characteristics of Olympic sport venues and their physical distribution and planning, by which the trajectory of the development of Olympic facilities and how the Olympic built environment evolved during the last century were examined.⁹¹

⁸⁹ Xueshi Wang and Huiping Guo, "Management Strategy of Gymnasium Operation after the 2008 Beijing Olympic Games," *Journal of Wuhan Institute of Physical Education* 41, no. 12 (December 2007), pp. 27-30.

⁹⁰ Kankan Cui, "Commercialism of Post-Games Utilization of Beijing Olympic Venues," *Marketing China*, no. 10 (2007), p. 43.

⁹¹ Xiaotian Chen and Lei Ren, "The Evolution of the Planning and Composition of Olympic Stadium in a Century," *Urban Planning Forum*, no. 1 (2007), pp. 71-77.

Chapter 3. Findings

1. An Overview of the Olympic Venues in Beijing

Among thirty-one Olympic sport venues in Beijing used as competition sites during the 2008 Olympic Games, twelve of them were newly-built specifically for the Games. Regarding these twelve, four of them are located at the Beijing Olympic Central Area, which is currently supervised by certain enterprises owned by the municipal government or district government: the National Stadium (also known as the Bird's Nest), the National Indoor Stadium, the National Aquatics Center (also known as the Water Cube), and the Olympic Green Tennis Center (also known as the Lotus Tennis Court).¹ Located in the Olympic Central Region, these venues are generally considered both sport-related facilities and major tourism destinations of the city. Another four, built on campuses, are being used by students and local communities currently supervised by universities: Peking University (PKU), China Agriculture University (CAU), University of Science and Technology Beijing (USTB), and Beijing University of Technology (BJUT).² Another two, the Beijing Shooting Range Hall and the Lao Shan Velodrome, authorized by General Administration of Sport of China (GASC), are only used by Chinese national sports teams. Of the last two, the Shun Yi Olympic Aquatic Park (also known as Shun Yi Olympic Rowing-Canoeing Park), located at the North Scenic Area and authorized by Shun Yi district government, has been open to the public with an admission fee since May 2009.³ The MasterCard Center (MCC, also known as the Wu

¹ Beijing 2008 Project Construction Headquarters Office, *Beijing Olympic Venues and Related Facilities*, (2006), pp. 44-49.

² Ibid.

³ Jiadong Gao, interviewed by Xiaowei Yu, August 25, 2011. Gao is the director of marketing department of Shun Yi Olympic Aquatic Park.

Ke Song Arena or the Beijing Olympic Basketball Gymnasium), is the only Olympic venue among all of them in Beijing that is owned by private enterprise.⁴

In terms of the pre-existing venues, there were five out of eleven of them authorized by GASC and thus largely utilized by Chinese national sports teams: the NOSC Stadium, the NOSC Gymnasium, the Ying Tung Natatorium, the Capital Indoor Stadium (CIS), and the Beijing Shooting Range Clay Target Field. Although mainly used by Chinese elite athletes, these GASC-owned venues, to some degree, are also open to the public for either their sport functions or non sport-related events with public assembly.⁵ Two other renovated venues were also located on campus: Beijing Institute of Technology (BIT) and Beihang University (BUAA), which largely have the similar utilization condition and status as the other four newly-built university-owned venues.⁶ The Workers' Stadium and the Workers' Gymnasium are another two pre-existing venues renovated for the Games; and they are the oldest among Beijing Olympic sport venues: the Stadium was built in 1959 and the Gymnasium was built in 1961.⁷ These two venues, also called the Beijing Workers' Complex, are owned by the Beijing Federation of Trade Unions, one of the governmental departments on the municipal level.⁸ Although the Lao

⁴ Jerry Han, interviewed by Xiaowei Yu, August 30, 2011. Han is the event director of MCC.

⁵ Haixia Wang, interviewed by Xiaowei Yu, August 15, 2011. Wang is the supervisor of marketing department of CIS; Weiguo Zhao, interviewed by Xiaowei Yu, August 26, 2011. Zhao is the manager of NOSC Stadium; Weidong Li, interviewed by Xiaowei Yu, August 23, 2011. Li is the manager of NOSC Gymnasium; Jian Yue, and Zhao, interviewed by Xiaowei Yu, August 23, 2011. Yue is the supervisor of NOSC Ying Tung Natatorium, and Zhao is his deputy. By using the term "non sport-related gathering events," the researcher was attempting to include those events with large amount of attendees, such as religious gathering, political election campaign, corporate anniversary celebrations, and pop music concerts. Of those events, the venues can generate revenue from the rent.

⁶ Yonggang Qian, telephone interview by Xiaowei Yu, August 30, 2011. Qian is the manager of the BUAA Gymnasium;

⁷ Official Website of Beijing Gong Ti Sport Center, "The History of the Workers' Sport Complex," <http://www.gongti.com.cn/Corporation/infoDetail.asp?cInfoId=176&dInfoId=140> (accessed on February 21, 2012).

⁸ Official Website of Beijing Gong Ti Sport Center, "Introduction to Beijing Gong Ti Sport Center," <http://www.gongti.com.cn/Corporation/infoDetail.asp?cInfoId=176&dInfoId=141> (accessed on February

Shan Mountain Bike Course, another pre-existing venue for the Beijing Games, is quite close to the Lao Shan Velodrome, the course is not owned by GASC, the owner of the Velodrome, but the Shi Jing Shan District Government who also owns the Mountain Bike Course as a public park with free entrance.⁹ The last pre-existing venue, according to BOCOG, is the Feng Tai Softball Field located at Feng Tai Sport Center and owned by the Feng Tai District Government. The field, closed to the public since the 2008 Games, was planned before the Games to be modified in the future as a multi-sports complex with tennis courts, basketball fields, shooting range and a football training field.¹⁰ Because of its underused situation, in June 2010, the authority of the field, the Sport Bureau of Feng Tai District, made an attempt to build a shopping mall-like recreation and leisure center on the site of the softball field; however, the project has not been carried out since then.¹¹

There were eight temporarily-built venues for the Olympic Games in the city, which, based on the statement made by the Beijing 2008 Project Construction Headquarters Office, were supposed to be dismantled right after the Games in 2008,¹² while actually some of them have not yet been so, three and a half years later as this research was conducted. Only three out of eight temporary venues were dismantled after the Games: (1) the road cycling course, through which the race route occupied urban roads that were restored to regular roads right after the Games; (2) the fencing Hall in the

21, 2012).

⁹ Junyan Wang, interviewed by Xiaowei Yu, August 19, 2011. Wang is the Director of General Office of the Cycling and Fencing Administrative Center, GASC. The facts are also based on the researcher's observation on-site.

¹⁰ Beijing 2008 Project Construction Headquarters Office, *Beijing Olympic Venues and Related Facilities*, (2006), pp. 44-49.

¹¹ Official Website of Sport Bureau of Feng Tai District, "The Projects Report Review for the First Half of Year 2010," http://www.ftsports.gov.cn/news.asp?news_id=852 (accessed February 21, 2012).

¹² Beijing 2008 Project Construction Headquarters Office, *Beijing Olympic Venues and Related Facilities*, (2006), pp. 44-49.

China National Convention Center (CNCC), which was dismantled in 2009 and renovated as a convention and exhibition hall as planned prior to the Games;¹³ and (3) the Olympic Baseball Field, which was dismantled right after the Games; the site has been empty since then.¹⁴ The Olympic Hockey Field and Archery Field have not been dismantled yet. Instead, partial facilities and auxiliary space around the two venues are being used as football and basketball fields for the public with admission fees. The Beach Volleyball Ground in the Chao Yang Park is still standing there empty, while beside the venue, a beach theme park was built for the public with extra admission fees applied.¹⁵ The triathlon venue at the Ming Dynasty Tomb Reservoir, a temporary Olympic venue that was supposed to be dismantled after the Games, is still in use as a triathlon competition course where the Dextro Energy Triathlon ITU (International Triathlon Union) World Championship Series Grand Final was held in September 2011.¹⁶ Further, the venue was renovated and redesigned for future use in 2011.¹⁷ The Lao Shan BMX (Bicycle Motocross) Course still exists but is not open to the public since the Games finished.¹⁸

1-1. Geographical Distribution: A New Look

In terms of the geographical distribution of the Olympic venues in Beijing, in January 2001, it was addressed in the Candidature File of Beijing's Bidding that all the

¹³ Tony Xu, interviewed by Xiaowei Yu, August 9, 2011. Xu is the director of marketing of CNCC.

¹⁴ The description was based on the researcher's on-site observation in August 2011.

¹⁵ The description was based on the researcher's on-site observation in September 2011.

¹⁶ Official Website of ITU World Championship Grand Final Beijing, <http://beijing.com.cn/triathlon/> (accessed February 22, 2012).

¹⁷ Official Website of ITU World Championship Grand Final Beijing, "An Interview of Yan Fang, Deputy of Chang Ping District, regarding the World Triathlon Championship in Beijing," <http://www.beijing2008.com/triathlon2011/tabid/102/Infoid/776/ftid/82/Default.aspx> (accessed February 22, 2012).

¹⁸ The description was based on the researcher's on-site observation in August 2011.

Olympic sport venues (thirty-two venues) would be located in four areas of Beijing: the Olympic Green (the central area), the Western Community Area, the North Scenic Area and the University Area.¹⁹ At the time, one more sport event was planned to be held in Beijing, the equestrian competitions, which were later removed from the northern outskirts of Beijing to Hong Kong. In terms of the reason for the location change, Jiadong Gao, the director of the marketing department of the Shun Yi Olympic Aquatic Park, contributed his point of view. According to Gao, when bidding for the 2008 Olympics, there were two Olympic projects planning to be built in the North Scenic Area in Shun Yi District: an aquatic park for rowing and canoeing and an equestrian park. However, if the equestrian park was to be built in Beijing, the biggest problem would be the issue of EDFZ (equine disease-free zone), making it highly difficult to build EDFZ around the competition site in Shun Yi District where a rural population was the majority. In contrast, Hong Kong had already met the requirement at the time.²⁰

As a result, the Beijing Games had seen thirty-one venues located in the city. In September 2003, the Beijing Municipal Government and BOCOG jointly announced *the Beijing Olympic Action Plan*, which, in terms of venues' locations, stated that the venues distribution can be described as "one center plus three areas."²¹ The description was the same as the one in the Candidature File.

Moreover, two years after the Games, in the Official Report of the Beijing 2008 Olympic Games (hereafter "the Report"), published in August 2010, it also followed the original venues distribution description mentioned above. In the report, it still stated that

¹⁹ *The Candidature File of Beijing for the 2008 Olympic Games Bid* – Volume II, January 2001.

²⁰ Jiadong Gao, interviewed by Xiaowei Yu, August 25, 2011.

²¹ Official Website of BOCOG, "Beijing Olympic Action Plan: Development of Olympic Venues and Related Facilities: Principles, Status and Locations," <http://en.beijing2008.cn/14/93/article211929314.shtml> (accessed February 22, 2012).

the Olympic Green consisted of thirteen sport venues, which was incorrect because after the adjustment, in fact, there were ten sport venues within the area of the Olympic Green.²² In terms of the West Community Area, the report indicated that there were nine venues; however, in fact, there were eight venues instead.²³ The report further stated that the University Area consisted of four venues; but the truth is that there were six venues located within the area.²⁴ As to the fourth area, the report indicated that the North Scenic Area consisted of two venues: the Shun Yi Olympic Rowing-Canoeing Park and the Shun Yi Country Race Course, which was not the Olympic competition site since the Equestrian events' location changed.²⁵ According to this geographical distribution category, there are five Beijing Olympic competition venues that cannot be grouped into any of the categories: the Workers' Stadium and Gymnasium, the BJUT (Beijing University of Technology) Gymnasium, the Chao Yang Park Beach Volleyball Ground, and the Ming Tomb Reservoir Triathlon Venue, which, to some degree, could confuse people when they try to get a comprehensive picture of Olympic venues in Beijing.

Therefore, under such conditions, to make a clearer map of the venues, based on the examination of the documents and on-site observation, the researcher developed a new geographical distribution category for the venues trying to put all the venues through the entire venue line into relevant groups. Except for the road race cycling route, all thirty venues are grouped into five geographical areas.

²² *Official Report of the Beijing 2008 Olympic Games*, Volume III, pp. 27-38. The ten venues are: the Bird's Nest, the Water Cube, NIS, Fencing Hall (dismantled), Tennis Court, Hockey Field, Archery Field, NOSC Stadium, NOSC Gymnasium, and NOSC Ying Tung Natatorium.

²³ *Ibid.* The eight venues are: Shooting Range Hall, Clay Target Field, Lao Shan Velodrome, Mountain Bike Course, BMX Venue, MasterCard Center, Wu Ke Song Baseball Field, and Feng Tai Sport Center Softball Field.

²⁴ *Ibid.* The six venues are: PKU Gymnasium, CAU Gymnasium, BIT Gymnasium, BUAA Gymnasium, UTSB Gymnasium, and CIS.

²⁵ *Ibid.* The Report put "originally planned venue for equestrian events of the Games" followed the Shun Yi Country Race Course as an explanation.

The first is the Olympic Central Area that includes the Olympic Park, the Olympic Forest Park, and the National Olympic Sport Center that was established in 1990 for the Beijing Asian Games. In this area, there were ten Olympic Venues: the National Stadium, the National Aquatic Center, the National Indoor Stadium, the Olympic Tennis Court, the Olympic Hockey Field, the Olympic Archery Field, the fencing hall in China National Convention Center, the NOSC Stadium, the NOSC Gymnasium, and the Ying Tung Natatorium (see the table in Appendix E and the map in Appendix G for details).

The second is the West Community Area where eight Olympic venues were located: the Beijing Shooting Range Hall, the Clay Target Field, the Lao Shan Velodrome, the Lao Shan BMX Field, the Lao Shan Mountain Bike Course, the Feng Tai Sport Center Softball Field, the MasterCard Center, and the Wu Ke Song Baseball Field (see the table in Appendix E and the map in Appendix H for details).

The third is University Area where six venues were located: the CAU Gymnasium, the USTB Gymnasium, the BUAA Gymnasium, the BIT Gymnasium, the PKU Gymnasium, and CIS (Capital Indoor Stadium) (see the table in Appendix E and the map in Appendix I for details). In this area, all the venues were built on university campuses except CIS, but because it was located within the area, it was thus grouped into this category. It was consistent with how it was grouped in the Official Report of the Beijing 2008 Olympic Games.

The fourth is the East Community Area where four venues were located: the Workers' Stadium, the Workers' Gymnasium, the Chao Yang Park Beach Volleyball Ground, and the BJUT Gymnasium (see the table in Appendix E and the map in Appendix J for details).

And the last is the North Scenic Area where two venues were located: the Ming Tomb Reservoir Triathlon Venue and the Shun Yi Olympic Aquatic Park (see the table in Appendix E and the map in Appendix K for details).

By categorizing the venues into these five areas geographically, a panoramic picture of Beijing's Olympic venues can be clearly seen, especially those that were prone to be overlooked, such as the venues on the east side of the city and the triathlon venue at Chang Ping District, a northern district of Beijing.

1-2. Focusing on the Olympic Central Area

Among various areas, the Olympic Central Area, also known as the Olympic Functional Region, is usually the one put under the spotlight frequently as long as the topics and issues regarding Beijing Olympic sport venues are addressed. It contains the greatest number of Olympic-related facilities, including not only ten sport venues, but also the Olympic Village, the Olympic Forest Park, hotels, convention center, and shopping center built specifically for the Olympic Games. Three and a half years after the Games, it has become one of the famous landmarks in Beijing as a tourism destination, a recreation and leisure location for the public, and an assembly place for mega-events (see the map in Appendix L). As a tangible Olympic legacy, the Olympic Central Area has been acting as a stage on which the national image and city image of Beijing continue to be shown in the post-Games period.

As one of six government-appointed, high-end industrial functional regions in Beijing, the Olympic Central Area showcases its symbolic significance representing Beijing as an Olympic host city in its socio-cultural context, which is the major reason

that the Beijing Municipal Government has been paying considerable attention to this area.²⁶ As the director of the Beijing Olympic Park Administration Committee (BOPAC), Chun Wang stated, the Beijing Municipal Government had been trying to rebrand the Olympic Green as a global tourism destination, such as the Great Wall or the Forbidden City.²⁷ However, the rebranding project also meant an expensive price tag. Wang admitted that the yearly maintenance fees for the Park were around CNY 600 million (USD 92 million) in 2009, which were paid by both the Beijing Municipal Government (50%) and the Chao Yang District Government (50%).²⁸ Despite the high maintenance cost, it seems that the government will keep financially supporting the development of the Park. Huiguang Zhang, the director of the Beijing Tourism Administration, stated that the Beijing Municipal Government would invest CNY 65 billion (USD 10 billion) towards developing tourism at the Park by 2015.²⁹

Undoubtedly all the investment made for the Olympic Park comes and will come from public money. Compared to the huge maintenance cost, on the other hand, the Olympic Green as well as the Olympic Forest Park is opened to the public for free, which means that there is no “revenue return” to offset the cost directly.³⁰ Some venues such as the National Stadium and the National Aquatic Center within the Park apply entrance admission (CNY 50 (USD 7.7) for the former and CNY 30 (USD 4.6) for the latter),

²⁶ Caifeng Long, “To Create New Social Managing System of Beijing Olympic Park,” *Beijing Olympic Park*, no. 2 (April 2011), pp. 68-69. Long is vice-Party Committee Secretary of Beijing Olympic Park Administration Committee (BAPAC).

²⁷ Chun Wang, the Keynote Speech at the 2010 Beijing Olympic Park Cultural Development Forum, August 2010.

²⁸ Chun Wang, interviewed by Xuelian Song, a journalist of *China Economic Weekly*, *China Economic Weekly* no. 32 (August 16, 2010).

²⁹ Huiguang Zhang, conference presentation at the 2010 Beijing Olympic Park Cultural Development Forum, August 2010.

³⁰ Chun Wang, interviewed by Xuelian Song, a journalist of *China Economic Weekly*, *China Economic Weekly* no. 32 (August 16, 2010).

which could generate tax revenue for the government indirectly. However, booming tourism raised another issue, the revenue of the venues (the National Stadium and the National Aquatic Center) heavily relied on the entrance admissions from the tourists, which was not what the authorities of the Park expected. According to the official website of the Park, by May 2011, the number of tourists of the Park reached 100 million.³¹ For the two venues, the revenue from the entrance admissions produces 70% to 90% of the total revenues they earned, according to Aiqing Li, the board chairman of the Beijing State-owned Assets Management Co. Ltd. (BSAM), the owner of the two venues.³² Lianyuan Cheng, the governor of Chao Yang District, said during an interview that the authority of the Olympic Park, both the Beijing Municipal Government and the Chao Yang District Government, expected to create the Park as a stage on which Chinese culture and national image could be showcased and to stimulate sport, exhibition, and culture industries by carrying forward the Olympic elements around the Park, rather than merely supporting the venues in order to earn revenue from entrance admissions.³³

However, with time passing by, the number of tourists at the Park dramatically declined. According to Ping Yang, the deputy director of BOPAC, the number of visitors to the National Stadium decreased by 50% every year since 2009.³⁴ The researcher's on-site observation witnessed a declining trend in tourists. During August 2011, there were not too many tourists in the Park as the Chinese media usually described unless certain events were held in the national stadium such as the Italy Super Cup football

³¹ Official Website of the BOPAC, "The Number of Tourists Entering the Olympic Park Reached 100 Million," <http://www.bopac.gov.cn/newscenter/mediafocusing/2c998460300456c8013005f55b940002.html> (accessed February 24, 2012).

³² Aiqing Li, conference presentation at 2010 Beijing Olympic Park Culture Development Forum, August 2010.

³³ Lianyuan Cheng, interviewed by Peng Gao, *Beijing Olympic Park*, no. 2 (April 2011), pp. 35-37.

³⁴ Ping Yang, interviewed by Xiaowei Yu, August 11, 2011.

match or famous singers' concerts. Among the tourists within the Olympic Park were those who entered the National Stadium even less, as they were reluctant to spend CNY 50 for merely entering a stadium, even though it was the "Bird's Nest." The Xin Ao Shopping Center, located in the Olympic Park, as large as 400,000 square meters, was labeled the biggest shopping park in the world.³⁵ A new shopping center inside the Park, elaborately renovated, had nothing inside but a movie theater and three restaurants: McDonald's, Yoshinoya and Sevenana, in October 2011. It can be predicted that adding more stores would not guarantee an increase in the number of customers.³⁶

Despite the existence of certain issues regarding the Park, the government still feels confident about its future. As the most important Olympic legacy left to Beijing, the Olympic Park is still attracting the attention of the governments. Since 2009, the Beijing Olympic Park Development Forum has been held annually. As District Governor Cheng stated in August 2011, by 2020, aside from being a tourism destination, the Olympic Park would be an exhibition zone for the innovation of culture and sport, a stage for international communication of culture and sport, and a public service area bearing Olympic elements as well as sport and recreation functions.³⁷ As its symbolic significance to the city and quite huge investment the governments put on it, the governor's grand ambition regarding the Olympic Park may be realized in the future. It remains a priority.

³⁵ Yunfei Xing, "The Biggest Shopping Park in the World," *Beijing Olympic Park*, no. 3 (July 2011), p. 79.

³⁶ The description was based on the researcher's on-site observation during the summer of 2011.

³⁷ Lianyuan Cheng, Keynote speech at 2011 Beijing Olympic Park Culture Development Forum, August 2011.

1-2-1. Selection of Location

Being one of the most significant landmarks of the city, the Olympic Central Area is an important, indeed strategic part of the city's post-Olympic development. The Municipal Government made the long-term plan for this area prior to the Olympic Games. Thus, the question why the city planners selected the location as well as the importance of the selection should be firstly examined in the study. In the Official Report of the Beijing 2008 Olympic Games, the procedure of site selection of the Olympic Central Area was recorded from a perspective of BOCOG. Originally there were a dozen site selection plans worked out based on the expertise from professional institutions. And, during the second selection step there were five plans focusing on two major suburban areas left for further selection: the Northern Area Plan and the Southeast Area Plan.³⁸

The Northern Area Plan included two adjacent areas: the National Olympic Sports Center (NOSC: central area established for the 1990 Beijing Asian Games) and Wali Village (at the north of NOSC).³⁹ The Southeast Area Plan contained three site choices. The first was within the southeast section of the Fourth Ring Road of Beijing where the green land around the area would be the site for major Olympic venues and the Olympic Village. The second was beyond the southeast section of the Fourth Ring Road where the venues and the Olympic Village would be built in an area of three hundred hectares in Fatou Area. The last choice was Yizhuang Area with more than three hundred ecological hectares, which used to be the emperors' hunting park of the Qing Dynasty, currently located at the southeast section of the Fifth Ring Road of Beijing.⁴⁰ The experts and

³⁸ *Official Report of the Beijing 2008 Olympic Games*, Volume I, (2010), pp. 71-73.

³⁹ *Ibid.*, Wali Village was the same site appointed for the 2000 Olympic Bid of Beijing.

⁴⁰ *Ibid.*, In terms of the second and third choices in the Southeast Area Plans, the two locations had been already included under the city's development plan before the site selection for the Olympic Central Area.

municipal officials had quite heated debate regarding those potential areas.⁴¹ As a result, the question became: the north or the south. Certain factors were listed as criteria of the selection: overall layout of venues; sports competitions operations; spectators; media coverage; investment return; city development and land usage; framework of the city at the time; infrastructure; environmental protection; and post-Games utilization.⁴² Finally, in December 1999, the Beijing Municipal Government adopted the Northern Area Plan with a clear rationale: the northern area plan had obvious advantages such as existing infrastructure and sport venues, which the southern plans did not have, while the southern area had obvious disadvantages such as poor environment, long distance from other venues and other facilities, and ineffective post-Games use.⁴³ A potential negative side for the final choice was also listed: land shortage and excessive reliance on facilities in the northern part of Beijing, heavy traffic and ineffective post-Games use plan.⁴⁴

Some scholars and officials provided readers with various supplemental points of view and reasons regarding the site selection of the Olympic Central Area. According to Professor Hai Ren of Beijing Sport University, originally, the government made an attempt to balance the development between the north and south of the city with the opportunity of the Olympics, because it was a problem for Beijing that city-north had been more developed than city-south for a relatively long time. However, the attempt failed when the government realized that there would be much more financial burden

⁴¹ Xundong Wan, "The Inspiration on the Site Selection and Project Management of Beijing Olympic Venues," *Beijing Planning Review*, no. 2 (2009), pp. 45-48. According to the author, some experts even proposed that the Olympic Venues should be built out of Beijing so that the whole Great Beijing Area could benefit from the Olympic economy.

⁴² *Official Report of the Beijing 2008 Olympic Games*, Volume I, (2010), p. 72.

⁴³ Ibid.

⁴⁴ Ibid.

borne if the Olympic venues and facilities were built at the south side of the city.⁴⁵

Strategically, it was different from certain Olympic host cities in western countries, which used Olympic opportunities to regenerate old or degenerated city areas to balance the whole city's development, such as what London has recently done. Ren stated that this different Olympic strategy regarding city growth plans came from the difference between the developed countries and the developing countries.⁴⁶ Moreover, Ren indicated that due to the time limit for infrastructure and venue constructions, the site selection caused potential problems regarding too many sport venues concentrated within one area, namely, the Olympic Central Area, though at the time the government could do little about it, which was probably the only choice left to the governments under that circumstance.⁴⁷

Ping Yang, an official of BOPAC, contributed his point of view regarding the site selection. Yang stated that the venues legacy of the 1990 Beijing Asian Games was the key factor of the site selection.⁴⁸ NOSC and the reserved lands around it were the original location for the plan of the Olympic Green's site. The government did consider the southern area of Beijing, however the projects would be too huge and too many, and the investment would be four to five times higher than that of the north area plan. There was at least a thirty-year difference between city-north and city-south of Beijing in terms of economy, infrastructure and urban civilization. General evaluation of the condition of city-south indicated that there was no sport venue there that could be considered an existing venue for Olympic use.⁴⁹ Apparently, balancing city development would be a correct way for the Olympic-involved urban strategic plan processing; however,

⁴⁵ Hai Ren, interviewed by Xiaowei Yu, October 23, 2011.

⁴⁶ Ibid.

⁴⁷ Ibid.

⁴⁸ Ping Yang, interviewed by Xiaowei Yu, August 11, 2011.

⁴⁹ Ibid.

realistically, Beijing chose another way to realize its Olympic dream, and that turned out the best way suitable for its own circumstances.⁵⁰ Otherwise, the government would have spent too much on such projects as road building to connect to the new airport and urban infrastructure to meet the requirement of the Games. Thus, Yang stated that the government's decision about this was a wise choice for the city.⁵¹

Xinxin Zhou, the manager of the Beijing Guoao Investment & Development Co. Ltd., also confirmed that the decision of the site selection was made as early as the 1990s when the Chinese sport authority made an attempt to bid for the 2000 Olympic Games. The location was the combination of Wali village and NOSC on the north side of the city.⁵² According to Zhou's idea on this, the decision was made before 1993, the year Beijing lost its first bid to Sydney. Zhou also mentioned the idea regarding the plan of "city-south," while she admitted that tremendous works of infrastructure and local residents' relocation, which meant huge public money invested, was the key reason that forced the government to finally give up the Southern Area Plan.⁵³

Weiguo Zhao, Manager of the NOSC Stadium, posed different ideas about the site selection. According to Zhao, as early as the 1990s, the current location of the Olympic Central Area, Wali Village at the north of NOSC was not reserved as a future Olympic Games. Instead, in 1993, before Beijing's first bid, the other half circle at the south of NOSC, which, when combined with NOSC, could compose an entire circle, was reserved for future Olympic Games.⁵⁴ Zhao was reluctant to explain the reason why the government changed its mind later, implying that it could be a result of high speed

⁵⁰ Ibid.

⁵¹ Ibid.

⁵² Xinxin Zhou, interviewed by Xiaowei Yu, August 20, 2011.

⁵³ Ibid.

⁵⁴ Weiguo Zhao, interviewed by Xiaowei Yu, August 26, 2011.

increase in China's economy at the time.⁵⁵ In 2011, the Beijing Municipal Commission of Urban Planning announced that three national cultural organizations selected another half circle at south side of NOSC, which Zhao mentioned as unselected for the Games, as their new locations three year after the Beijing Olympics.⁵⁶

Another scholar contributed different reasons why the Southern Area Plan was abandoned. According to Xudong Wan, environmental reasons potentially influenced the decision of site selection. Because of the contamination of soil in the over-industrialized area around the southeast region of the city, the cost for solving this problem would be as high as CNY 50 billion (USD 7.7 billion).⁵⁷ Further, it would take two years to completely solve the issue, which was not acceptable due to the time limit at the time.⁵⁸ Thus, the North Area Plan was finally chosen by the government.

1-2-2. BOPAC

The Beijing Olympic Park Administration Committee, the governmental authority of the Olympic Central Area, is the direct government of the area, delegated by the Beijing Municipal Government and operated under the control of the Chao Yang District Government.⁵⁹ BOPAC has been administering its governing functions over the Olympic Park since its establishment in November 2008 such as monitoring, supervising, executing the law, collaborating among the business within the Park, planning and

⁵⁵ Ibid., Zhao also mentioned that if the south circle was used for the Olympics, the price of the land at the time could be unbelievably high.

⁵⁶ Official Website of Beijing Municipal Commission of Urban Planning, "Three National Cultural Organizations Located at the Olympic Central Area," <http://www.bjghw.gov.cn/web/dynamic/site/homepage/sdgjw.html> (accessed February 27, 2012).

⁵⁷ Xudong Wan, "The Inspiration on the Site Selection and Project Management of Beijing Olympic Venues," Beijing Planning Review, no. 2 (2009), pp. 45-48.

⁵⁸ Ibid.

⁵⁹ Official Website of BOPAC, "The Responsibility of BOPAC," <http://www.bopac.gov.cn/parkmc/> (accessed February 28, 2012).

organizing events, security protection, and attracting potential corporate investment.⁶⁰

The venues within the area that are administered under BOPAC include the National Stadium, the National Aquatic Center, the China National Convention Center, the Olympic Tennis Center, the Olympic Hockey Field, and the Olympic Archery Field, while the venues in NOSC are administered by GASC. As generally accepted, both in China and abroad, due to China's one party political system, government is always the leader or "boss" in every single region throughout the country, although it keeps infusing and advocating its service function for the public and corporate sectors. BOPAC, as the government of the Park, is not an exception. In January 2010, BOPAC initiated the Olympic Functional Area Development Alliance in an effort to better share and integrate the social resources and integrate all the business, non-governmental organizations, banks, hotels, and venue owners within the Park.⁶¹ According to Jun Ding, an official of BOPAC, the venues in the Park need to submit proposal applications to BOPAC before they plan to organize or hold any events (sport or culture-related, commercial or non-commercial) in their own venues; and BOPAC then evaluates those proposals based on certain internal complex criteria to decide if the applications could be approved.⁶² This function is obviously beyond the service function the government usually emphasized. Thus, the relationships between BOPAC and the owners of the venues under its authority, which is a kind of typical relationship between governments and enterprises (especially state-owned enterprises) throughout the country, has become one of the key points on which the venues' various development trajectories and current statuses depend.

⁶⁰ Official Website of BOPAC, "The Functions of BOPAC," <http://www.bopac.gov.cn/parkmc/functions/> (accessed February 28, 2012).

⁶¹ Beijing Olympic Park Administration Committee, *Beijing Olympic Park*, no. 1 (January 2011), p. 1 and no. 6 (January 2012), p. 75.

⁶² Jun Ding, interviewed by Xiaowei Yu, August 26, 2011.

Shaofeng Chen, a scholar from Peking University, contributed his point of view regarding the Olympic Park and BOPAC. According to Chen, the Park needed an authority to generally administer.⁶³ The functions such as service and coordination were necessarily needed by the business inside the Park. BOPAC was supposed to be a platform of service for the business within the Park rather than government administrative intervention. Furthermore, Chen also pointed out that BOPAC should pay more attention to the future strategy planning of the Park so that all business initiatives in the Park would develop together.⁶⁴ In terms of future development, BOPAC Official Yang stated that the Olympic Functional Region was officially recognized as a National 5A Scenic Spot of China.⁶⁵ BOPAC targeted four major industries for this region: tourism, sport events, culture events, and conventions; the core task of BOPAC, based on Yang, would be to secure that the Park could develop following this direction.⁶⁶

1-2-3. BODA

The Beijing Olympic City Development Association (BODA), a successive organization of BOCOG, was officially established in August 2009, one year after the Beijing Games.⁶⁷ BODA was announced as a non-governmental and non-profit organization of which the Mayor of the Beijing Municipality was selected as the Executive Chairman, and the Secretary of the Beijing Municipal Government was

⁶³ Shaofeng Chen, interviewed by Xiaowei Yu, August 9, 2011.

⁶⁴ Ibid.

⁶⁵ Ping Yang, interviewed by Xiaowei Yu, August 11, 2011. Some other National 5A Scenic Spots in Beijing are the Great Wall, the Forbidden City, and the Summer Palace, etc.

⁶⁶ Ibid.

⁶⁷ Official Website of Beijing Olympic City Development Association, "Beijing Olympic City Development Association Established," <http://www.beijing2008.cn/English/SpecialReport/Thebodaisfounded/20110704/1213.shtml> (accessed February 28, 2012).

selected as the Chairman.⁶⁸ According to its Chairman, Qi Liu, the main goal of BODA is to carry forward Olympic spiritual, cultural, education, and material legacies the Beijing Games left to the city; meanwhile, BODA will expand sustainable development of the Olympic movement in China on a wide social basis.⁶⁹ Moreover, since there are financial surpluses from the Beijing Olympic Games and donations from certain organizations, BODA also has the function of assets management.⁷⁰ Yang also pointed out that assets management was one of the major tasks of BODA, while it was also responsible for youth Olympic education and international communication with other Olympic host cities and sport organizations.⁷¹ Moreover, Nan Liu, an office staffer at BODA told the researcher that the major part of BODA's regular task was Olympic-related conference organizing, event and forum holding, and having exhibitions regarding Olympic culture. There were few academic activities carried out by BODA, though a research department existed in BODA since its establishment.⁷²

In terms of post-Games utilization of Beijing's Olympic venues, Xiaoyu Jiang, the vice chairman of BODA stated that BODA made a report on this issue and communicated with other Olympic host cities.⁷³ Jinghong Li, an Official of BODA, stated that for letting governmental leaders better know what post-Games utilization of Olympic venues looked

⁶⁸ Official Website of People's Daily, "Xiaoyu Jiang: BODA is Passing on the Olympic Legacy in Beijing," <http://sports.people.com.cn/GB/31928/224278/15451159.html> (accessed February 28, 2012); Official Website of Beijing Olympic City Development Association, "Brief Introduction of Beijing Olympic City Development Association," <http://www.beijing2008.cn/English/BODA/20110719/1318.shtml> (accessed February 28, 2012).

⁶⁹ Official Website of Beijing Olympic City Development Association, "Message from Chairman Qi Liu," <http://www.beijing2008.cn/English/BODA/20110719/1316.shtml> (accessed February 28, 2012).

⁷⁰ Official Website of Beijing Olympic City Development Association, "Beijing Olympic City Development Association Established," <http://www.beijing2008.cn/English/SpecialReport/Thebodaifounded/20110704/1213.shtml> (accessed February 28, 2012).

⁷¹ Ping Yang, interviewed by Xiaowei Yu, August 11, 2011.

⁷² Nan Liu, interviewed by Xiaowei Yu, August 10, 2011.

⁷³ Official Website of People's Daily, "Xiaoyu Jiang: BODA is Passing on the Olympic Legacy in Beijing," <http://sports.people.com.cn/GB/31928/224278/15451159.html> (Accessed February 28, 2012).

like, BODA attempted to conduct an examination of Beijing's Olympic venues in 2009. However, due to a lack of research capability, BODA asked some scholars from Beijing Sport University (BSU) to assist them to complete it.⁷⁴ Some researchers from BSU led the project at the time, as asserted by Professor Lin of BSU.⁷⁵ According to Li, BODA held a conference gathering the directors and managers of the Olympic venues in Beijing by which BODA expected to collect the data regarding post-utilization status of the venues. Following the conference, BSU started the follow-up investigation.⁷⁶ BSU's project team faxed questionnaires to the venues to collect detailed information regarding venues' utilization conditions; however, the result was not too positive. According to Li, the data collected had some problems: first, the team did not receive feedback from all the venues; second, although there was feedback from some of the venues, certain critical information was missing; and third, the team found that certain data they received was manipulated, especially the financial information. Considering it was not what BODA originally expected, Li stated that the result of the investigation was not reported to upper authorities.⁷⁷ BSU's Professor Xianpeng Lin, the leader of the project at the time, authenticated what Li stated. According to Lin, it was difficult for the team to collect financial information from the venues, which were highly reluctant to expose such data to an academic organization.⁷⁸ Most of what the team got was something like venues' organizational structure, the record of events at venues, and the procedure of events organizing.⁷⁹

⁷⁴ Jinghong Li, interviewed by Xiaowei Yu, August 11, 2011.

⁷⁵ Xianpeng Lin, interviewed by Xiaowei Yu, August 12, 2011.

⁷⁶ Jinghong Li, interviewed by Xiaowei Yu, August 11, 2011.

⁷⁷ Ibid.

⁷⁸ Xianpeng Lin, interviewed by Xiaowei Yu, August 12, 2011.

⁷⁹ Ibid.

2. Government-Owned Venues

In this section, there are sixteen venues grouped into four sub-categories: “state-owned enterprise,” “municipal level authority,” “district level government,” and “transferred ownership.” All these venues are owned by municipal authorities, various district governments, or certain enterprises that are owned by municipal or district governments, namely, so-called “state-owned enterprise.” Aside from the first three groups, there is the fourth group, titled “transferred ownerships,” by which it categorized those whose ownerships had been transferred from one state-owned enterprise to another or from the Beijing Municipal Government to certain district governments during the three and a half year post-Games period.

2-1. By State-Owned Enterprise

2-1-1. China National Convention Center (The Fencing Hall)

As a temporary Olympic venue, the Fencing Hall was built in the China National Convention Center (CNCC) located at the Olympic Green. During the Beijing Games, the plenary hall on CNCC’s fourth floor was the competition site for Olympic Fencing events, Modern Pentathlon events (Fencing and Shooting); the exhibition space on the ground floor was the Olympic International Broadcasting Center (IBC) and the Main Press Center (MPC).⁸⁰ In addition, the Paralympic Games utilized the Ballroom section in CNCC as the competition site for Wheelchair Fencing and Bocce.⁸¹ Following the Games, all the competition sites were removed from CNCC; presently, there is no trace by which any Olympic marks can be found in CNCC. It looks like the building had nothing to do

⁸⁰ Official Website of China National Convention Center, “About CNCC,” <http://www.cnccchina.com/en/About/About.aspx> (accessed February 29, 2012).

⁸¹ Ibid.

with the Olympics except its location is in the Olympic Green.⁸²

At the 2011 Beijing Olympic City Development Forum in August, Tony Xu, the marketing director of CNCC, accepted an interview request from the researcher. Although CNCC is no longer used as a sports venue or Olympic-related facility, Xu continued to discuss the status and the brief history of the building. The owner of CNCC is the Beijing North Star Industrial Group, a state-owned enterprise supervised by the State-owned Assets Supervision and Administration Commission of the People's Government of the Beijing Municipality.⁸³ When the Beijing North Star Group won the bid for the CNCC project in 2004, according to Xu, it was written into the agreement that the temporary functions as competition sites, as well as the IBC and the MPC projects, would be the responsibility of the owner. Establishing a clear function for post-Games use, namely, a convention center, the construction design was quite specified and future functioning oriented. The design and construction had to meet not only the requirement from municipal government and BOCOG in terms of sports events' specification, but also the requirement for future convention center functions. Thus, despite CNCC being used as a temporary Olympic competition site, the Beijing North Star Group built it as an international convention center for the future.⁸⁴

According to Xu, most Olympic facilities in Beijing were built by state-owned enterprises, which was a must. The negotiations between the government and state-owned enterprises were usually easier than those between the government and private enterprises in China, especially for mega-events like the Olympic Games. If private enterprise took

⁸² The description was based on the researcher's on-site observation.

⁸³ Official Website of State-owned Assets Supervision and Administration Commission of People's Government of Beijing Municipality, "The Name List of the Enterprises Supervised by State-owned Assets Supervision and Administration Commission of People's Government of Beijing Municipality," <http://www.sasac.gov.cn/n1180/n1583/n10363/n7154740/8430842.html> (accessed February 29, 2012).

⁸⁴ Tony Xu, interviewed by Xiaowei Yu, August 9, 2011.

the project, for their own group interests and profit they would not accept certain requirements demanded by the government because they would not be a fair deal typically existing in a free market, which would definitely undermine economic benefits. Under such condition, cooperation could not proceed. Usually, private enterprise considered an Olympic project a one time deal, which meant they had to secure a maximum profit from the deal. However, for state-owned enterprises in China, since their relationship with the government was something like a family, namely, the latter belonged to the former, state-owned enterprises did not consider the Olympic projects as one time deals, which meant if you lost money at one occasion, you would earn it back and more the next time. The principle is that state-owned enterprises must contribute to the country, not specifically individuals or private enterprise. The government almost always acts following this principle. It could ask state-owned enterprises to do whatever it needed them to do, irrespective of free market rules. In return, state-owned enterprises would be considered the priority choices when there were mega projects appearing for this high speed developing country, which would offer potentially huge opportunities for state-owned enterprises. This was probably the reason why most of the Olympic projects in Beijing were under the jurisdiction of and built by state-owned enterprises.⁸⁵

During the Games, in terms of the rental of space for IBC and MPC, Xu had no idea if a fee was paid or the facility used for free, which was the secret part in the agreement. But BOCOG paid for the technical equipment and logistics as well as the security and cleaning. Also, if BOCOG asked CNCC's staffers to work for it, BOCOG paid for them. When the Games finished in September, BOCOG was supposed to remove all the Olympic-related equipment and supplies used in CNCC. However, due to the

⁸⁵ Ibid.

global financial crisis occurring at the time, BOCOG postponed the removal plan because it wanted to hold the material for a longer time so that it could sell at a better price. The delay negatively affected the renovation plan for CNCC. CNCC had to wait until all the material was removed to start their reconstruction project. They could not require the government to remove the material as promised, although CNCC had signed a contract for their own convention business. The delay meant more cost had to be paid if CNCC wanted to finish the reconstruction project on time. All the cost incurred for post-Games reconstruction was paid by CNCC based on the agreement with the government.⁸⁶

In terms of business operation after the Games, CNCC was fortunate because the ownership of the facility was consistent, compared with what happened to the National Stadium and the National Indoor Stadium, where the ownership transfer, to some degree, influenced the regular daily operations after the Games. In general, Xu was satisfied with the current status of CNCC's convention business. The location, apparently, was a positive factor; according to Xu, a detailed and a function-oriented plan was also a positive. In addition, consistent and stable ownership should be another positive. Xu emphasized that function-oriented design and marketing prior to the Games was the key point for post-Games utilization. This turned out well for CNCC. In terms of the operation's profit, Xu stated that the Center was reopened in November 2009, and the first complete business year was 2010, during which the revenues were more than CNY 10 million (USD 1.54 million). Xu felt that intervention from the government was slight throughout the business operation, while the independence of CNCC was secured generally. Most of time, BOPAC carried out support and service functions to CNCC,

⁸⁶ Ibid.

instead of initiating and monitoring.⁸⁷

As to current weakness, Xu stated that relatively small usable business space within the Center was a factor that might limit future development. Haiying Liu, Board Chairman of CNCC, expressed the same concern. Liu stated that the [convention and exhibition] market developed so fast in China, that current space in CNCC would become a limitation for its growth in the market.⁸⁸ Moreover, both Liu and Xu considered that a lack of professional practitioners in management and convention business was a concern for current conditions and also challenges in the future.⁸⁹ As to the challenge in the future, Xu also stated that increasingly intensified competitions in the convention business market was forcing CNCC to be alert and adaptive as quickly as possible; the competition not only came from other convention centers in Beijing or other cities in China, but also from certain international competitors, especially those around the Asian-Pacific region, such as Hong Kong, Taiwan, Australia and Seoul. But the good thing was that the market had been greatly expanding. For future development, Chairman Liu stated that as state-owned enterprises, CNCC needed more support priority policies and less intervention in the business from the government at the same time.⁹⁰

2-1-2. “Water Cube”

The National Aquatic Center, also known as the Water Cube, hosted the swimming, diving and synchronized swimming events during the 2008 Beijing Olympic

⁸⁷ Ibid.

⁸⁸ Haiying Liu, interviewed by Xiaowei Yu, August 9, 2011.

⁸⁹ Haiying Liu, interviewed by Xiaowei Yu, August 9, 2011; Tony Xu, interviewed by Xiaowei Yu, August 9, 2011.

⁹⁰ Haiying Liu, interviewed by Xiaowei Yu, August 9, 2011.

Games. At the time the Water Cube witnessed twenty-one world records.⁹¹ This record-breaking tide was considered a miracle in the history of international swimming competition. The Water Cube has become a model for modern swimming pools in the world, and was called the “Magic Water Palace.”⁹²

On 27 December 2011, at a national working conference for directors of sport bureaus nationwide in China, Qiyong Yang, Deputy General Manager of the National Aquatic Center, reported that in the year 2011 the Water Cube’s business revenue was CNY 88 million (USD 13.54 million), while the total operational expense was CNY 99.3 million (USD 15.28 million); thus, the Water Cube had to seek financial support from the relevant department in the government to cover the deficit.⁹³ This is the first instance that an official of the Water Cube publicly admitted that the venue could not balance the financial sheet by its own efforts and had to seek the government help to continue operation. Yang explained that for the last three years (2009-2011), the Water Cube had been experiencing an “exploring period” and a “market cultivating period,” during which the Water Cube experienced few sports events. They were sporadic instead of regular. However, an extremely high maintenance and operation cost had to be paid to properly run the venue.⁹⁴ The expenses included energy cost, facilities maintenance cost, management cost, sale and service cost, depreciation of fixed assets, financial cost, and human resource expenses, of which 58% of the total cost came from energy, maintenance, and human resource expense (there are more than 1, 200 individuals working for the

⁹¹ Official Website of BOCOG, “The National Aquatic Center,” <http://en.beijing2008.cn/cptvenues/venues/nac/n214078138.shtml> (accessed April 16, 2012).

⁹² National Aquatic Center, “The Introduction of the Water Cube,” (2011).

⁹³ Official Website of Xin Hua News Agency, “The Owner: Cannot Balance the Financial Sheet and Seeking for Government’s Help,” http://news.xinhuanet.com/sports/2011-12/28/c_122494560.htm (accessed March 1, 2012).

⁹⁴ Ibid.

Water Cube).⁹⁵ To solve the issue and secure proper daily operation of the venue, the Beijing Municipal Government appropriated CNY 9.6 million (USD 1.48 million) as the Beijing Sport Industry Development Funds Contribution to the Water Cube in 2011.⁹⁶

The future of the Water Cube projects pessimism. For 2011, the number of tourists in the Water Cube was more than 20 million, which was a reduction of 30% compared with 2010.⁹⁷ Yang stated that as visiting enthusiasm to the Olympic venues declined, the number of “Cube” visitors would further reduce, leading to the financial pressure getting worse.⁹⁸

However, on 31 October 2011, on the contrary, the Water Cube, as a Beijing landmark, was considered an excellent example of post-Games utilization of Olympic venues. This statement was made at the National Working Conference on Sport Industry held in Nanjing, in which the post-Games operation of the Water Cube, as a praised exemplar, was described as exploratory, brand-new, multidimensional operation mode.⁹⁹ This was a dramatic and inconsistent description of the venue’s status from Yang’s evaluation two months later. But still, Yang at the end of 2011, felt confident about the venue’s future. He said that with the government’s financial support and employees’ effort, the Water Cube could achieve a good balance on the financial sheet.¹⁰⁰

⁹⁵ Official Website of Xin Hua News Agency, “Water Cube: Deficit More Than CNY 10 Million: High Cost and Few Sport Events,” http://news.xinhuanet.com/sports/2011-12/30/c_122515373.htm?anchor=1 (accessed March 1, 2012).

⁹⁶ Official Website of Xin Hua News Agency, “Water Cube Deficit More Than CNY 10 Million, Supervisor Asked the Government for Help,” http://news.xinhuanet.com/sports/2011-12/28/c_122496107_2.htm (accessed March 1, 2012).

⁹⁷ Official Website of Xin Hua News Agency, “The Owner: Cannot Balance the Financial Sheet and Seeking for Government’s Help,” http://news.xinhuanet.com/sports/2011-12/28/c_122494560.htm (accessed March 1, 2012).

⁹⁸ Official Website of Xin Hua News Agency, “Water Cube: Deficit More Than CNY 10 Million: High Cost and Few Sport Events,” http://news.xinhuanet.com/sports/2011-12/30/c_122515373.htm?anchor=1 (accessed March 1, 2012).

⁹⁹ Ibid.

¹⁰⁰ Official Website of Xin Hua News Agency, “Water Cube: Financial Balance will be Achieved in 2012,”

Confused by what was reported publicly, particularly in contradiction of Yang's statement, some practitioners' opinions and points of view might provide the reader with a wider picture regarding the Water Cube during the last three and a half years. Haitao Shi, manager of the Department of Corporate Social Responsibility (CSR) in the Water Cube, made a comment on post-Games operation of the venue. Shi stated that generating revenue was not the only criterion to evaluate the Water Cube's operation condition. The Water Cube was the only Olympic venue in Beijing that all the investment for the project came from donations from overseas Chinese.¹⁰¹ The donations were made to the Beijing Municipal Government that later appointed the Beijing State-owned Assets Management Co. Ltd. (BSAM) to supervise the design and construction of the venue. BSAM became the owner of the Water Cube since 2003.¹⁰² BSAM established a branch company in 2004 to specifically focus on the business of the Water Cube's operation. Later, in August 2007, BSAM registered a wholly-funded subsidiary, the National Aquatics Center Co., Ltd., to supervise post-Games operation of the Water Cube.¹⁰³ Therefore, as an Olympic venue, owned by the government and constructed with the donations from overseas Chinese, according to Shi, its social service functions must be continued and it must contribute to public benefits; thus, embodiment of social responsibility was a major functional part of the venue.¹⁰⁴

According to Chen Sun, former marketing manager of the Water Cube, there were

http://news.xinhuanet.com/sports/2011-12/30/c_122510702.htm?anchor=1 (accessed March 1, 2012).

¹⁰¹ Haitao Shi, interviewed by Xiaowei Yu, August 16, 2011.

¹⁰² Chinese Governmental Online Portal, "The Owner of the National Aquatic Center Appointed," <http://www.china.com.cn/chinese/zhuanli/sacg/363079.htm> (accessed March 1, 2012).

¹⁰³ Official Website of Water Cube, "About Us," <http://www.water-cube.com/en/about/intro/> (accessed March 1, 2012); Official Website of BSAM, "National Aquatics Center Co., Ltd.," http://www.bsam.com.cn/web/static/articles/catalog_248199/article_8a8a8a8b301aa90b0130731dab1900d5/8a8a8a8b301aa90b0130731dab1900d5.html (accessed March 1, 2012).

¹⁰⁴ Haitao Shi, interviewed by Xiaowei Yu, August 16, 2011.

detailed post-Games operation and management plans written for both the Water Cube and the National Stadium (also known as the “Bird’s Nest”).¹⁰⁵ First, in 2005, in an effort to exploit intangible legacies, the marketing team designed a platform for future partnership of the Water Cube, in which three levels of potential partners would be categorized: the top level was the “naming rights” partner; the middle level signified sponsors; and the bottom level defined suppliers. Then, the Water Cube signed a contract with China Sports Industry International, a consulting company in sport industry in China, commissioning them to initiate an evaluation and analysis report regarding feasibility of post-Games operation of the Water Cube.¹⁰⁶ As a result, three solution reports were submitted to the Water Cube: *The Report on Water Cube’s Post-Olympic Function Positioning and Commercial Distribution Planning*, *The Report on Water Cube’s Post-Olympic Management Mode*, and *The Report on Water Cube’s Post-Olympic Management and Operation Evaluation and Analysis*.¹⁰⁷ Following the Games, according to Sun, AC Neilson, a marketing survey company, was engaged to conduct a marketing survey on customers’ expectancy regarding the Water Cube’s naming rights sale, the value of intangible legacy of the Water Cube, and kinds of potential partnerships.¹⁰⁸ Based on the results of the study, Sun’s team submitted a detailed post-Olympic operation and management solution report to the director of the venue. Although the solution recommendations were highly detailed, offering items for partnership and commercial development specifically for the Water Cube, the solution recommendations were not

¹⁰⁵ Chen Sun, interviewed by Xiaowei Yu, August 24, 2011.

¹⁰⁶ Official Website of China Sports Industry International, “Create Ideas Achieve Dreams,” <http://www.csiibeijing.com/index.aspx?menuid=5&type=articleinfo&lanmuid=43&inoid=120&language=cn> (accessed March 1, 2012).

¹⁰⁷ Ibid.

¹⁰⁸ Chen Sun, interviewed by Xiaowei Yu, August 24, 2011.

adopted. No reasons were forthcoming.¹⁰⁹

Frank Bi, Manager of the China National Sports Venue Management Co., Ltd., (CNSVM) reiterated what Sun offered regarding the fruitless post-Olympic operation solution recommendations. CNSVM was the consulting company for the Water Cube; and Bi was the project manager for CNSVM working on reconstruction planning for the Water Cube, helping the owner to initiate post-Olympic reconstruction solutions in 2007. Bi stated that the Water Cube was one of the venues that seriously considered post-Games utilization, which was recognized as a kind of strength at the time. However, very few suggestions were adopted after the Games. For example, the competition pool, which was a key factor in commercial development ended up as merely a rest area, where tourists congregated and watched Olympic video clips on the big screen.¹¹⁰ Bi stated that the reason for this was the low level of management, in other words, a lack of professional practitioners was a glaring weakness of the venue's management.¹¹¹

In terms of "naming rights" for the Water Cube, Sun stated that based on the result of the study conducted by AG Neilson, the public did not want to see the venue's name attached to a commercial logo; thus, the director cancelled the original plan about selling the "naming rights" to commercial companies. The term "national" in the title of the venue was also a main limitation, because the government thought that a commercial logo added before "national" would undermine the national image.¹¹² The same issue about naming rights sales also occurred when the National Stadium wanted the same thing. Moreover, according to Bi, Arena, a sportswear company, attempted but failed to

¹⁰⁹ Ibid.

¹¹⁰ Frank Bi, interviewed by Xiaowei Yu, August 23, 2011.

¹¹¹ Ibid., Bi's comment here was in general rather than specifically.

¹¹² Chen Sun, interviewed by Xiaowei Yu, August 24, 2011.

gain naming rights for the 08 Pathway (a main pathway in the Water Cube) as ARENA 08 Pathway. Arena was willing to pay a fee of CNY 400 million (USD 61.54 million) per year.¹¹³ Since venues such as the National Aquatic Center and the National Stadium were actually controlled by the government, according to Shi, it was exceedingly difficult to introduce marketing strategies into the post-Games operation and management plans of venues. If the government relaxed its control, generating revenue might well be enhanced.¹¹⁴

The Water Cube did carry out reconstruction projects between October 2009 and July 2010. More than 11,000 seats on the spectator stands were removed around the main competition hall. On the upper floor, an exhibition hall was established, around which business stores (gift shops) and restaurants were built. The reconstruction expense was covered by BSAM, its chief owner. After the reconstruction, an indoor water park for amusement and swimming pool (warm up area) were opened to the public with entrance admission (CNY 200 (USD 31) for the Water Park and CNY 50 (USD 7.7) for the pool for two hours). In addition, on the third floor, a museum about the history of Olympic swimming and Chinese swimmers was opened to the public. A Water Cube Theater presented a continual video clip about the evolution of the venue.¹¹⁵

In terms of current condition, Shi stated that the entire operation team had been trying their best over the last three and a half years to strive towards creating a balance between economic profit and social benefits. For example, considering the advanced equipment and physical environment, the admission price for swimming was lower than the average in other aquatic facilities in Beijing, making it more affordable; this was

¹¹³ Frank Bi, interviewed by Xiaowei Yu, August 23, 2011.

¹¹⁴ Haitao Shi, interviewed by Xiaowei Yu, August 16, 2011.

¹¹⁵ Ibid.

considered a social benefit for the public, although with the lowered rate, Water Cube revenue from this business was negligible.¹¹⁶ Moreover, hosting international or national swimming events did not make a profit for the venue. Unlike certain western countries, where the TV rights fees and sponsor fees might be the main parts of the revenue for hosting sports events, in China, there were generally no TV rights fees for the organizers, and sponsorship for the events was difficult to engage. Even though there was some sponsorship for the events, the beneficiaries were the organizers and sports federations such as FINA, instead of the venue provider.¹¹⁷ In contrast, the Water Cube sponsored a synchronized swimming team in Beijing Sport Training School, which was considered as another kind of contribution to social benefit.¹¹⁸

In the first year after the Games, according to Sun, both economic profit and social benefit reached a good balance. The total revenue reached more than CNY 100 million (USD 15.4 million), which included four parts: venue sponsors, tourism, holding commercial events, and licensed products selling. Among these businesses, licensed product selling earned almost CNY 30 million (USD 4.6 million) for the year. The maximum number of daily tourists reached 30 thousand; and the average in 2009 was roughly 20 thousand. However, for the next two years, partially due to the closure for reconstruction that lasted some ten months, the number of tourists dramatically declined. In 2011, according to Sun, the daily tourists were about one thousand;¹¹⁹ although Sun indicated that despite tourism's decline, the other three parts of revenue generating maintained the same level as the year 2009. It was hard to believe, because when tourism

¹¹⁶ Ibid.

¹¹⁷ Ibid., FINA: Fédération Internationale de Natation

¹¹⁸ Ibid.

¹¹⁹ Chen Sun, interviewed by Xiaowei Yu, August 24, 2011.

of the venue declined, the other business in the venue, such as gift shops and licensed goods stores, would certainly decline; the two factors, tourism and sales are linked. Moreover, a link also existed between tourism and sponsorship of the venue, namely, the sponsorship of the venue might correspondingly decline when tourism declined. Sun also addressed the matter of the timing of reconstruction. The Water Cube closed for reconstruction at the time when business almost reached the peak of the unprecedented enthusiasm for the Olympics in China. The Water Cube disappeared from the public's sight at a most critical moment.¹²⁰

Furthermore, the plan for reconstruction, according to Sun, was proposed almost five years ago. The five-year plan needed detailed revision based on new environments and circumstances, or even a brand new plan if the changes caused too many shortcomings to overcome. Unfortunately, the Water Cube did not re-design the reconstruction plan when they carried it out in 2009.¹²¹ In terms of the possible reasons for this inaction, risk avoidance was one of the main factors. Officials were reluctant to change the plan, because any responsibility for potential mistakes would be borne by those who made the changes, while if no change at all occurred, then any mistakes would be the original planners' fault since the original one had been approved by relevant governmental departments.¹²²

The managers or directors of the Olympic venues in the Olympic Park usually played dual roles; they were originally government officials and became venue supervisors during or before the Olympic Games. As a result, they maintained original appointments in the government; on the other hand, they were titled as Directors of the

¹²⁰ Ibid.

¹²¹ Ibid.

¹²² Ibid.

Venues. This dual identity sometimes caused conflicts when they faced particular situations in venue operation and management. The conflicts embodied the contradiction between governmental behaviors and free market strategies, between corporate economic profits and corporate social responsibility, and between the point of view from the public and society in general and the point of view from the perspective of profit maximizing. This could be one limitation on the operation of the Olympic venues, which were owned by state-owned enterprises in China.¹²³

In addition, Bi stated that the distribution and structure of human resources of the Water Cube were not appropriate for post-Games operation and management. The qualifications of management needed to be improved and more professional practitioners were needed to assure duties during post-Games operation. Some of the employees were originally professionals in venue construction and sports competition operation. Some remained in place after the Olympic Games. However, the duties and content of post-Games operation and management were significantly transformed; updated professional training to meet new needs was not initiated in time. For example, the cleaning department needed to hire a professional company to regularly clean the Water Cube's outer coating; but due to new technology and new materials of the coating, they did not know what cleanser they should use. In fact, neither did any of the bidding cleaning companies. When a German company suggested a sample of the coating to conduct experiments related to what product might be effective, the Water Cube was reluctant to release a sample because they thought it was supposed to be a secret of the venue's construction character.¹²⁴ On 22 September 2011, during a tour around the

¹²³ Ibid.

¹²⁴ Frank Bi, interviewed by Xiaowei Yu, August 23, 2011.

Olympic Park organized by the Sport For All World Conference, a tour guide in the Water Cube told the researcher that the outer coating was cleaned twice per year simply by tap water rinsing, and admitted that for now the outer coating looked dirty at day time but at night when the lights were on it looked much better.¹²⁵

Shi told the researcher that the operation of the swimming pool was handled by a professional company hired by the Water Cube. The Company was responsible for all the business focused around the pool, such as marketing, ticketing, and membership management. Also, for the Water Park inside the venue, the Water Cube merely leased the spot; all the associated businesses were handled by the lessee, a professional company.¹²⁶ Although Shi mentioned that there were many commercial events held in the Water Cube, actually the Water Cube simply leased its space to event organizers. As a result, the businesses that the Water Cube operated on its own were the entrance admission, Exhibition Hall, 3D Theater, Swimming Museum and some gift shops; for the rest, the Water Cube could be considered a landlord which leased out both the physical space and its intangible legacy, its brand. In terms of the brand, Shi stated that “Water Cube” was an invaluable intangible asset, which would be an excellent potential opportunity for the future: First, licensed products would keep earning profits for the Company; second, the state of the art venue and its symbolic status in China would attract more customers to hold commercial events there; and third, potential sponsors would be attracted to the venue.¹²⁷ The Deputy General Manager of the Water Cube, Qiyong Yang, also expressed confidence about the future of the venue. Yang projected that in 2012 the number of tourists would remain the same as 2011, the main competition hall would be open in 2012

¹²⁵ The description was based on the researcher’s on-site observation.

¹²⁶ Haitao Shi, interviewed by Xiaowei Yu, August 16, 2011.

¹²⁷ Ibid.

to the public, and with the government's financial support, the Water Cube would maintain a favorable balance on the financial sheet.¹²⁸

In terms of challenges the Water Cube faces, Shi stated that the government's strict control in terms of marketing policies, venue image, and social benefit function, could be a limitation for the development of the venue. However, Shi also admitted that the authority sometimes could bring opportunities, which other venues with different ownerships could not obtain, such as the opportunity to hold international sports events and attain governmental financial support.¹²⁹ Sun stated that certain tactics of BOPAC's management in the Olympic Park, to some degree, constrained the progress of the Water Venue; however, the Beijing Municipal Government and BSAM, the owner of the Water Cube, would definitely assist (or direct) the venue regarding its future development, because the Water Cube as well as the Bird's Nest were extensions of government function and behavior.¹³⁰ Bi addressed another challenge of the future. He stated that in China there were not too many sports events on a regular basis, especially aquatic sports. The basic function of the venue was supposed to be the sport function. However, if there were not enough events held in the venue, it would hardly meet its basic function, leading, in time, to a waste of this state of the art, world-applauded venue.¹³¹

2-2. By Municipal Level Authorities

2-2-1. Beijing Gong Ti Center

The Beijing Gong Ti Center, also known as the Beijing Workers' Sports Complex,

¹²⁸ Official Website of Xin Hua News Agency, "Water Cube: Financial Balance will Achieve in 2012," http://news.xinhuanet.com/sports/2011-12/30/c_122510702.htm?anchor=1 (accessed March 1, 2012).

¹²⁹ Haitao Shi, interviewed by Xiaowei Yu, August 16, 2011.

¹³⁰ Chen Sun, interviewed by Xiaowei Yu, August 24, 2011.

¹³¹ Frank Bi, interviewed by Xiaowei Yu, August 23, 2011.

including the Workers' Stadium and the Workers' Gymnasium, belongs to the Beijing Federation of Trade Unions, a governmental division authorized by the Beijing Municipal Government.¹³² During the Beijing Olympic Games, soccer events were held in the Stadium and boxing events were held in the Gymnasium. Both venues were adjacent to the downtown east section of Beijing and pre-existing sport facilities for the Olympic Games. Respectively, the Stadium was built in 1959, which was the first large-scale sport venue built in the People's Republic of China. It held the first Chinese National Games in the same year. The Gymnasium was built in 1961; and in the same year, the 26th World Table Tennis Championships were held there.¹³³ The Gong Ti Center has the longest history and tradition regarding sport among all the Olympic venues in the city. The Workers' Stadium was the main stadium for the 1990 Asian Games, the 2001 21st World University Games, and the China National Games on five occasions. Thus, the Stadium witnessed the development of national sport in China.¹³⁴ Before the "Bird's Nest" was built in 2008, the Workers' Stadium had been considered the "National Stadium."¹³⁵ The two venues were selected as Olympic competition sites in 2005, and in April 2006, to meet Olympic demands, the transformation projects started to update the venues. Following the Olympic Games, as Shiwei Shao, the deputy general director of the Press and Publicity Department of GASC commented, the pre-existing venues like the Workers' Stadium and Gymnasium were basically restored to their original operation

¹³² Official Website of Beijing Gong Ti Center, "Introduction of the Center," <http://www.gongti.com.cn/Corporation/infoDetail.asp?cInfoId=176&dInfoId=141> (accessed March 3, 2012).

¹³³ Official Website of Beijing Gong Ti Center, "History of Gong Ti Sport Center," <http://www.gongti.com.cn/Corporation/infoDetail.asp?cInfoId=176&dInfoId=140> (accessed March 3, 2012).

¹³⁴ Ibid.

¹³⁵ Official Website of the Beijing 2008 Olympic Games, "Workers' Stadium Prepared to Meet Olympic Demands," <http://en.beijing2008.cn/cptvenues/venues/wst/headlines/n214259231.shtml> (accessed March 4, 2012).

status, while the Olympic renovation plan could assist them to explore new opportunities beyond their original business.¹³⁶

The Gong Ti Center was also named the Beijing Workers Sport Service Center, which was a governmental subdivision of the Beijing Federation of Trade Unions.¹³⁷ Zhihong Zhang, the supervisor of the operation department of the Center, provided the researcher with the information on the two venues from the perspective of the government. The Workers' Stadium and Gymnasium were the two oldest among Beijing Olympic facilities, which was an obvious disadvantage; but it was also a strength in terms of post-Games utilization because its original functions and operation mode had been fixed for a relatively long time prior to the Olympics. Before the "Bird's Nest," this was the National Stadium for years, namely, it was a "state-owned" stadium. Staffers in the Center, Zhang admitted, did not need to think too much about marketing strategies, customer positioning and targeting, and the financial balance of regular operation of the venues, since all these issues were controlled and handled by the government, particularly from the 1960s to the 1980s. The venues were an extension of the government, under the authority of governmental endeavors such as the National Games, political propaganda events, and public assemblies. The government built the venues, owned them, and decided on how to operate them. This was different from venues built by private enterprise, though there were not too many in China. Thus, the Gong Ti Center previously served the government, which meant the public, indirectly. Unlike sport venues usually associated with professional sport teams or sports associations and

¹³⁶ Shiwei Shao, interviewed by Xiaowei Yu, August 5, 2011.

¹³⁷ Official Website of Beijing Gong Ti Center, "Introduction of the Center," <http://www.gongti.com.cn/Corporation/infoDetail.asp?cInfoId=176&dInfoId=141> (accessed March 3, 2012).

organizations in western countries, sport venues in China usually have a close relationship with government.¹³⁸

However, there could be some changes, according to Zhang, in terms of the management mode of sport venues and their relationships with governments, which was a part of national political structure reforms in China. By 2015, those government-controlled sport venues could be transformed to private enterprise-like administration modes or semi private enterprise-like modes. Also, the relationship between venues and governments might be switched to the point that government would make sport venues in China operate independently without governmental financial support. Meanwhile, governments would not interfere in a sport venue's daily operation and marketing strategies. This would be a trend of future development of sport venues in China; further, it would be opportunities not only for sport venues themselves, but also for professional venue management companies both in China and abroad. This would be an open market in China with enough sport space resources and huge potential customer base because of the large population in China.¹³⁹

Actually, in terms of venue management and operation, the Gong Ti Center was transformed in the 1990s. As a major business partner, the Beijing Sportswindow Development Co., Ltd. has cooperated with the Gong Ti Center since 2001.¹⁴⁰ James Xie, the general manager of the Company provided the researcher with background information on the Center. In the middle 1990s, the Center leased out the rooms under the spectator stands around the Stadium as business space to certain sport product companies

¹³⁸ Zhihong Zhang, interviewed by Xiaowei Yu, August 24, 2011.

¹³⁹ Ibid.

¹⁴⁰ Official Website of Beijing Sportswindow Development Co., Ltd., "Venues' Operation and Consulting Service," <http://www.sportswindow.com.cn/html/hezuo/changguan/> (accessed March 4, 2012).

and some small sport clubs; the Center also operated a hotel located under the spectator stands named the Gong Ti Hotel. Sportswindow signed a contract with the Center in 2001 by which the Center authorized Sportswindow to operate the business space around the outer circle as well as the hotel.¹⁴¹ Sportswindow adjusted the target customers, re-positioning the theme of the business circle, and implementing a series of marketing promotions to attract potential businesses.¹⁴² Although the theme was still sport-related, the content and style of the businesses introduced into the Gong Ti Center were diverse, which dramatically improved the operation condition of the Center. The leader of the Center gradually agreed with this change at the time, since the improvement was seen soon after Sportswindow became involved.¹⁴³ From a different perspective, Zhang stated that Sportswindow was a lessee who leased the business space from the Center and then sub-leased it to its clients, thereby acquiring the rate difference from the deal.¹⁴⁴ Sportswindow signed the basic contract with the Center for 7-8 years, but signed the sub-lease contracts with its business clients for 3-4 years. Further, Sportswindow was not the operations supervisor of the Stadium. Rather, the Center was, which meant that if potential customers would like to use the main field of the Stadium to host events, they would have to apply to directors of the Center instead of to Sportswindow.¹⁴⁵

Furthermore, according to Xie, Sportswindow also renovated and upgraded the Gong Ti Hotel, renaming it the Gong Ti Sport Hotel, which served as the Official Hotel of the Olympic Games. Sportswindow redesigned and reconstructed the hotel, then improved the management level in order to create a fashionable commercial facility, a

¹⁴¹ James Xie, interviewed by Xiaowei Yu, August 17, 2011.

¹⁴² Ibid.

¹⁴³ Ibid.

¹⁴⁴ Zhihong Zhang, interviewed by Xiaowei Yu, September 1, 2011.

¹⁴⁵ Ibid.

change to match the theme and style of the entire business circle.¹⁴⁶ According to Vivian Cao, Director of the Product Marketing Department of Sportswindow, following the Olympic Games the hotel was upgraded again and its name changed to the “A Hotel.” More than half of the hotel’s customers were from abroad, since nearby were located several entertainment businesses serving customers who would prefer to stay there rather than to go a great distance to find a place to stay overnight.¹⁴⁷

Actually, arranging the Gong Ti Center as an Olympic competition site influenced the operation of its regular business.¹⁴⁸ When the Olympic designation was announced in 2005 by the Beijing Municipal Government, some clients leased business space around the Stadium circle through contracts signed with Sportswindow. However, needing the “stadium circle” space for the Games, the lessees were ordered by the government to vacate within six months, regardless of the contracts. Due to the governmental decision that all the businesses must move out during the period of venue reconstruction for the Games, Sportswindow had to do the unpleasant task of persuading all businesses to vacate, despite contracts in effect at the time.¹⁴⁹ Fortunately, most of the clients expressed understanding toward the situation. The Olympic Games were a state task in China that had top priority; there was no possibility to negotiate. As a result, in 2006, all the businesses vacated, among them some had been operating since 2001. When Sportswindow reopened the business circle after the Games in 2009, only 30% were old clients, and the remaining 70% were all new clients attracted by Sportswindow’s new

¹⁴⁶ James Xie, interviewed by Xiaowei Yu, August 17, 2011.

¹⁴⁷ Vivian Cao, interviewed by Xiaowei Yu, August 17, 2011.

¹⁴⁸ James Xie, interviewed by Xiaowei Yu, August 17, 2011.

¹⁴⁹ Ibid.

marketing promotions.¹⁵⁰ The good thing, Xie stated, was that the governments, both the Municipal Government and the Federation of Trade Unions, were responsible for most of the cost incurred during the Olympic-related reconstruction. Sportswindow also invested in the project, because, according to Xie, as a business partner, Sportswindow hoped that through its financial involvement “paid in advance”, the Company might have a voice when discussing the reconstruction plan for the venues, especially the plan for post-Games development. The result turned out to be a worthwhile investment, because the adjustment of the plan was made based on Sportswindow’s suggestion, while the premise was that the requirement of the Olympic Games must be met unconditionally.

From the perspective of the Gong Ti Center, Zhang also commented on the influence of the Olympic Games on the venues. The original function of the Stadium and the Gymnasium did not change due to Olympic reconstruction. The Stadium remained a soccer field. The Gymnasium was used as an Olympic boxing site, which needed little reconstruction. The total investment for the reconstruction was approximately CNY 40 million (USD 6.15 million) from the government. Given the fact that they were quite old venues, most of the investment was directed toward renovating and upgrading rather than core venue structure change¹⁵¹

The Workers’ Stadium was the home of the Beijing Guo An Soccer Club, a professional team. It was the only venue among all the Olympic venues in Beijing in which a professional sport team remained as a main tenant. The Olympic Games did not change this. The Guo An Soccer Club had been using the Stadium as its home field since the early 1990s when the Chinese Professional Soccer League was established. According

¹⁵⁰ Ibid.

¹⁵¹ Zhihong Zhang, interviewed by Xiaowei Yu, August 24, 2011.

to Zhang, the rent revenue accrued from the Guo An Club did not compensate for the expense incurred in the facility operation. The Center needed to take care of basic security and the Stadium and field maintenance. Despite the deficit, the Center did not abandon the business, because the Guo An Club's continued presence would indirectly bring potential client opportunities and enhance the image and reputation of the venue among soccer fans. In addition, the rental business could also increase in value if the Club stayed. Thus, in terms of venue management, decision-makers had to consider the entire picture rather than one specific project.¹⁵²

In terms of Olympic influence on the current status of the venues, Zhang admitted that there remained little impact of the Olympics on the venues at the Gong Ti Center.¹⁵³ Cao agreed with this opinion by stating that it did not matter what the venue director thought, but rather what the market indicated. If the market did not need the concept of the Olympics anymore, it would be inappropriate for the marketers to continue with that ploy. The fact was that Chinese people to some degree considered the Olympic Games a political movement, a campaign enveloped with the enthusiasm of nationalism. However, when the Games were over, this feeling disappeared. For a host city, the Olympic economy was neither a constant economic model nor an ideal way that could change people's lives. Olympic-involved marketing was not appropriate for people's routine life on a regular basis in China. As a marketer, Cao had to be guided by what people really wanted and felt well with. Based on Cao's opinion, the Olympics were over; it was time to "move on."¹⁵⁴

In general, the operation and management of the Center were restored to their

¹⁵² Ibid.

¹⁵³ Ibid

¹⁵⁴ Vivian Cao, interviewed by Xiaowei Yu, August 17, 2011.

original status. However, indirectly, certain influences could be felt regarding the competition from other Olympic venues, either newly-built ones such as the MasterCard Center, or renovated ones such as the NOSC Stadium and Gymnasium and the Capital Indoor Stadium. Due to the significantly increasing number of large-scale sport venues existing in the city after the Olympic Games, the Center felt pressure from its competitors. To deal with the situation, the Center prepared a series of reform plans after the Games.

In terms of the Gymnasium, the Center decided to change the name of it from Workers' Gymnasium to Workers' Gymnasium Theater. The difference of a word in the title could have impact. According to Weidong Li, Manager of the NOSC Gymnasium, if a venue was named "gymnasium," when the number of spectators at an event exceeded one thousand, the venue had to submit an application regarding the event to the Public Security Bureau (PSB) for their approval and paid an extra CNY 100,000 (USD 15,385) to provide relevant services such as ambulances, firefighting trucks, and equipment such as security scanning machines. In contrast, if the venue was named "theater," then the venue did not need to submit the application and could save the CNY 100,000. "Theater" people gathering at such events were considered a regular operational condition. Meanwhile, to meet other regulations about "theater," the Center reduced the seats in the Gymnasium from 12,000 to 3,000 and hung large curtains over one side of the spectator stands. By making these changes, although the scale of events was reduced, costs were also reduced.¹⁵⁵

In addition, according to Zhang, the Center also contemplated a title change for the Stadium. To give prominence to professional soccer, a new name for the Stadium was

¹⁵⁵ Weidong Li, interviewed by Xiaowei Yu, August 23, 2011. The NOSC Gymnasium is one of the major competitors of the Workers' Gymnasium. When Li, as the manager of the venue, said about it, he was thinking how his venue should react to deal with this change.

proposed, the “National Soccer Stadium.” The proposal has been submitted to the government and still awaits approval. By doing this, the Stadium would be differentiated from the National Stadium in the Beijing Olympic Park. The Center planned to cover the running track around the soccer field with artificial grass and add seats close to the field, making the venue particularly suited for soccer games. Further, luxury boxes were envisioned for sale to meet the demand from high-end customers. Due to the intervention from the government, the sale of naming rights would not be completed in the near future, but according to Zhang, the possibility of “naming rights” still existed, which meant the government could make it happen in the future.¹⁵⁶

Even before the Chinese National Professional Soccer League was established, major matches of the Beijing Soccer Team, as well as national team matches, were usually held in this stadium. Soccer formed an important tradition of the venue. In Beijing, the soccer team of the city was always associated with the Workers’ Stadium, a tradition that was strengthened when it became the home stadium of the Guo An Club. Thus, the Center tried to take advantage of the tradition by transforming the management and operation to a soccer-related mode, which meant that factors such as marketing focus, venue positioning, theme of venue, and all the services needed to give prominence to soccer would be considered. In a word, soccer was to be the main focus for the Stadium’s future development.¹⁵⁷

Cao also confirmed that the great advantage of the Workers’ Stadium was its historical tradition and its symbolic status in the city’s soccer development. However, she also stated that it was a two-edged sword. Due to the Stadium’s symbolic status, when

¹⁵⁶ Zhihong Zhang, interviewed by Xiaowei Yu, August 24, 2011.

¹⁵⁷ Ibid.

Sportswindow planned its business projects, it had to be quite careful to maintain the image of the Stadium, because it was not only considered a business, but also an icon with graceful reputation that must not be impaired. In addition, its geographical location was also a two-edged sword for its business development. On one hand, it was close to the Downtown area, which would be convenient for people to reach, thus providing a large customer base; on the other hand, there remained limited physical space for new business exploitation.¹⁵⁸ The soccer theme and tradition of the Stadium also were opportunities for Sportswindow to initiate soccer-related commercial events utilizing both the main field and the business square adjacent to attract fans and potential business customers. However, the soccer theme was also problematic for Sportswindow's marketing planning. Because the Soccer League schedule was tight and constant, and basically occupied the best weather period of the year for an outdoor stadium, namely, from April to November, meant that the Guo An Soccer Team would use the main field as its League Home Stadium from spring to fall. The period left for commercial events in the Stadium was quite limited. Moreover, a priority for using the Stadium required by the government or with events for the public, further infringed on the best season for Stadium use.¹⁵⁹ But in general, Cao remained confident about her company's future in the Stadium and believed that with further marketing promotions, necessary social networking, and the reputation of the Stadium, more business partners would be introduced into this commercial complex and a positive circle for its business would be finally established.¹⁶⁰

From the perspective of the Center, Zhang also mentioned that there was a contradiction between soccer games and commercial events both being held in the main

¹⁵⁸ Vivian Cao, interviewed by Xiaowei Yu, August 17, 2011.

¹⁵⁹ Ibid.

¹⁶⁰ Ibid.

stadium. Soccer games require a high quality of grass, while commercial events sometimes ravaged the grass. Although the Center tried to avoid or reduce the damage, such as separating the two kinds of events as long as possible so that the grass could be sufficiently reestablished, the issue persisted. In securing soccer matches with their demand for top grass conditions, commercial events often had to be reduced or even cancelled.¹⁶¹ Zhang doubted that the business mode of Sportswindow was worthy of being generalized. According to Zhang, the reason that Sportswindow expanded its business mode at the Gong Ti Center was because the Center was the home stadium of the Guo An Club, a key factor for attracting both businesses and customers. However, this particular condition was seldom met among venues throughout the city, even the entire country.¹⁶² Besides, Zhang stated that the staff at Sportswindow lacked the experience of venue management, thus did not expect too much about its development in the Center.¹⁶³

In terms of the future of the Gong Ti Center, Zhang stated that it depended on government reform regarding organizational structure, management mode and ownership of sport venues. After all, the biggest investment of Olympic venues in Beijing was made by the government. So it was reasonable that social benefits should be first met; but that economic benefits should not be neglected at the same time. The two principles sometimes conflicted with each other in the context of the Gong Ti Center. Government reform was urgently needed in terms of the separation of marketing function from governmental function.¹⁶⁴

¹⁶¹ Zhihong Zhang, interviewed by Xiaowei Yu, August 24, 2011.

¹⁶² Zhihong Zhang, interviewed by Xiaowei Yu, September 1, 2011.

¹⁶³ Ibid.

¹⁶⁴ Zhihong Zhang, interviewed by Xiaowei Yu, August 24, 2011.

2-2-2. Urban Road Cycling Course

The Urban Road Cycling Course for the Beijing Olympic Games, one of the eight temporary Olympic venues in Beijing, passed through eight districts in the City of Beijing: Chong Wen District, Xuan Wu District, Dong Cheng District, Xi Cheng District, Chao Yang District, Hai Dian District, Chang Ping District, and Yan Qing District.¹⁶⁵ During the Olympic Games, the course was authorized and supervised by the Beijing Municipal Government in partnership with eight district governments as well as BOCOG. The course was restored to its original function as an urban road for regular traffic right after the Games; thus there was no specific post-Games utilization needed to be examined in this study (see Appendix M for the map of the route).

2-3. By District Governments

The venues described in this section were owned by different district governments in the city. District level governments in Beijing are under the authority of the Beijing Municipal Government.¹⁶⁶ Five districts in Beijing were involved in the Olympic competition venue projects: Shun Yi District (the Olympic Aquatic Park), Shi Jing Shan District (the Lao Shan BMX Field and Mountain Bike Course), Chao Yang District (the Chao Yang Park Beach Volleyball Ground), Chang Ping District (the Ming Tomb Reservoir Triathlon Course), and Feng Tai District (the Feng Tai Sports Center Softball Field).

¹⁶⁵ Official Website of BOCOG, “Road Cycling Course,” <http://en.beijing2008.cn/cptvenues/venues/crc/n214076055.shtml> (accessed March 5, 2012).

¹⁶⁶ In terms of the term “district,” the term “ward” is the equivalent expression used in Canada.

2-3-1. Shun Yi Olympic Aquatic Park: Shun Yi District

The Shun Yi Olympic Rowing-Canoeing Park, also known as the Shun Yi Olympic Aquatic Park, was located at Ma Po Village, a north rural area of Beijing. The Park, built on the Chao Bai River's dry riverbed, was completed in July 2007. During the Games, the rowing, canoe/kayak (flat-water and slalom), and marathon swimming events were held in the Park.¹⁶⁷ The venue was built and owned by the Shun Yi District Government. The Shun Yi Olympic Venues Administration Committee, a governmental division, has supervised the venue since it was completed. In 2007, the government allowed the committee to register a company, the Shun Yi Aquatic Park Investment and Development Center, to specifically operate and manage post-Olympic utilization of the Park.¹⁶⁸ In fact, the two organizations (the committee and the Center) were supervised, administered, and operated by the same personnel. For example, the deputy director of the committee, Fenghui Yang, was also the deputy general manager of the Center.¹⁶⁹

According to Yang, the Park was the largest newly-built Olympic sport facility in Beijing. What made it really unique was its combination of Slalom and Flat-water facilities, the only one of its kind in the world.¹⁷⁰ After the Olympic Games, the Park held several international and national aquatic competitions, such as sailing, canoeing, water skiing, and rowing; meanwhile, there were some high-end sports clubs opened in the Park

¹⁶⁷ Official Website of Shun Yi District Government, "Brief Introduction of Shun Yi Olympic Rowing-Canoeing Park," <http://www.bjshy.gov.cn/english/OlympicShunyi1-1.htm> (accessed March 5, 2012).

¹⁶⁸ Official Website of Shun Yi Olympic Aquatic Park, "Introduction of Beijing Shun Yi Olympic Aquatic Park Investment and Development Center," <http://www.shunyi2008.cn/info.aspx?m=20090810111545590870> (accessed March 5, 2012).

¹⁶⁹ Haiyan Hu, "Ready for the Long Haul," *China Daily*, October 7, 2011, http://europe.chinadaily.com.cn/business/2011-10/07/content_13843675.htm (accessed March 5, 2012).

¹⁷⁰ Ibid.

for water skiing, rowing, sailing, and canoeing enthusiasts.¹⁷¹ Although the Park was also a tourism destination after the Games, Yang admitted that the tourists in the Park during the last three years were not plentiful enough that the maintenance and operation cost could be compensated by the tourism revenue.¹⁷² Yang also complained that the Park was not directly connected to any major subway line or bus route to Downtown Beijing, which was a major issue for potential tourists.¹⁷³ In fact, there was only one bus route connecting the Park to Ma Po Village in every 30 minutes during day time everyday.¹⁷⁴ In addition, according to Yang, catering service in the Park was lacking, which was another major concern that the committee would try to solve in the near future.¹⁷⁵

In addition to the published information from online newspapers and official websites, the researcher interviewed the marketing director of the Shun Yi Olympic Aquatic Park Investment and Development Center, Jiadong Gao, in an effort to find more detailed information. The interview appointment was arranged at 3:00 pm in the afternoon. The researcher set out from the Bird's Nest right after lunch time by public transportation; and was almost late when he arrived at the Park, which meant it would take tourists about three hours to reach the Park from the Olympic central area, if public

¹⁷¹ Official Website of Shun Yi Olympic Aquatic Park, "2011 International Universities Rowing Competition Held in the Shun Yi Olympic Aquatic Park," <http://www.shunyi2008.cn/info.aspx?n=20110624112258607615> (accessed March 5, 2012); "2010 Sino-US Water Skiing Competitions Held in the Shun Yi Olympic Aquatic Park," <http://www.shunyi2008.cn/info.aspx?n=20100429082547383290> (accessed March 5, 2012); "2010 National Rowing Championship in the Park," <http://www.shunyi2008.cn/info.aspx?n=20101103190733510382> (accessed March 5, 2012); "Rowing Club in the Park," <http://www.shunyi2008.cn/info.aspx?n=20120214085719937779> (accessed March 5, 2012),

¹⁷² Haiyan Hu, "Ready for the Long Haul," *China Daily*, October 7, 2011, http://europe.chinadaily.com.cn/business/2011-10/07/content_13843675.htm (accessed March 5, 2012).

¹⁷³ Ibid.

¹⁷⁴ The description was based on the researcher's on-site observation.

¹⁷⁵ Haiyan Hu, "Ready for the Long Haul," *China Daily*, October 7, 2011, http://europe.chinadaily.com.cn/business/2011-10/07/content_13843675.htm (accessed March 5, 2012).

transportation was the choice.¹⁷⁶

In terms of the Park's location, Gao stated that the site was chosen by GASC and the Beijing Municipal Government when Beijing first bid for the Olympic Games in 1993. At the time, the location for the venue was called "Bai Fa Red Line" named after the former Mayor, Baifa Zhang, who decided to reserve the land for future Olympic Games.¹⁷⁷ There were opposition voices regarding the location selection. For instance, according to Shan Jin, the supervisor of the Sport and Culture Research Center at the Beijing Academy of Social Science, the location of the Park was a section of dry riverbed. To build the Park, 3.5 million cubic meters of underground water had to be pumped "up and out" in order to fill in the race course. This was considered a waste for the city where a lack of water was one of the major issues.¹⁷⁸ Jin also estimated for maintaining the Park after the Games, 0.8 million cubic meters water had to be consumed every year.¹⁷⁹ Despite the opposition voices, the venue was completed on time in 2007 and has been well maintained since the Games finished.

The investment in the venue was CNY 449.3 million (USD 69.1 million), of which one half was from the Beijing Municipal Government and the other half from the Shun Yi District Government. Originally, the governments asked certain enterprises to invest in the project; one of them was the Tian Hong Group, a state-owned enterprise authorized by the Shun Yi District Government. Due to the large amount of needed investment and the venue's limited post-Games function, the government failed to find private investors for the project. In 2003, instead of an investor, the governments found a

¹⁷⁶ The description was based on the researcher's on-site observation. It proved what Yang complained regarding a lack of direct transportation to the park.

¹⁷⁷ Jiadong Gao, interviewed by Xiaowei Yu, August 25, 2011.

¹⁷⁸ Shan Jin, "If the Post-Olympic could Happen in Beijing," *Tong Zhou Gong Jin*, no. 4 (2008): pp. 12-13.

¹⁷⁹ Ibid.

cooperation partner, the Tian Hong Group Consortium,¹⁸⁰ and promised that the governments would offer a piece of land as a compensatory condition (balancing land¹⁸¹) for its partial investment to the Olympic project. However, in 2004, the Central Government of China started to advocate the “frugal Olympics.” To respond to this change, the Shun Yi District Government reduced the project’s budget. Correspondingly, the promised compensation land was withdrawn, which caused arguments between the government and the consortium. As a result, the consortium quit the project leaving the governments alone to deal with the project. Lacking the necessary investment capital after the consortium withdrew, the governments shaved the project by cutting off plans designed for post-Games use. In fact, except for the function of holding specific sports events based on the Olympic demands, most other functions were eliminated from the project. However, Gao also stated that shrinking the project could have its positive side: the less facilities in the Park, the less cost for maintenance. Moreover, as a rural park, too many artificial sights might not be appropriate, while natural landscapes might attract more tourists especially those from urban areas.¹⁸²

After the Games, BOCOG had to remove their equipment from the Park, such as temporary seats and tents. This process lasted until April 2009. The Park was reopened to the public (with entrance admission CNY 20 (USD 3)) in May 2009. Some tourists complained that the Park was supposed to be free to the public. According to Gao, although named with the term “Park,” it was actually a sport venue rather than a public

¹⁸⁰ Official Website of the People Daily, “Signing Ceremony of the Project of Olympic Aquatic Park Held in Beijing,” <http://2008.people.com.cn/GB/22180/22193/2178949.html> (accessed March 6, 2012).

¹⁸¹ A term is specifically used in China meaning that offering land as compensation.

¹⁸² Jiadong Gao, interviewed by Xiaowei Yu, August 25, 2011.

park, thus tourists had to pay for visiting the venue.¹⁸³

In the summer of 2009, the Beijing Tourism Bureau initiated the Beijing Olympic-theme Tour, of which the Olympic Aquatic Park was one of the stops. This brought some tourists to the Park. Considering that mere tourism visits could not generate enough revenue, the Center decided to develop new projects for entertainment such as swimming, water skiing, whitewater slalom, and motor boating by using the existing facilities. Despite the new business, the result was not as good as what the planners expected. In terms of the reasons, Gao stated that first, the tourists came to the Park for sightseeing instead of experiencing aquatic sports; second, the aquatic sports operating in the Park was not popular enough in China; third, public transportation was lacking; fourth, marketing was weak; and fifth, as an outdoor aquatic park, water sports entertainment could only be opened in the summer, which significantly constrained the Park's best operating season.¹⁸⁴

Realizing that tourism did not bring enough revenue for the Park, the Center changed its strategy to attract high-end customers by establishing aquatic sports clubs and providing potential customers with professional sports services. According to Gao, the Park's entertainment business would include five sports in the future: sailing, rowing, dragon boat, kayak, and water skiing, for which relevant clubs would be established by hiring professional athletes as trainers and coaches. Of these sports, the most popular one was dragon boat, a traditional Chinese sport. Many organizations and corporations carried out team building projects for their employees in the Park, which usually included dragon boat competition. However, Gao admitted that this strategy would take time to flower.

¹⁸³ Ibid.

¹⁸⁴ Ibid.

The size of the customer base was still an issue. Due to the reduced budget before the Games, a lack of auxiliary facilities such as storage for sporting equipment, locker rooms, and shower rooms, became a problem. In addition, it was not easy to hire qualified practitioners at this point.¹⁸⁵

Following the Games, the Shun Yi District Government had been providing the Park with special funds to aid its operation and maintenance cost. The revenue the Park made could not support its own expense (Gao was reluctant to disclose the amount of the government grant). Furthermore, the government had to continue investing in the Park for its further development, such as those potential high-end sport clubs. For instance, some auxiliary facilities such as multifunction service areas had to be built in the Park.¹⁸⁶ As a result, the government is facing a dilemma. On one hand, it cannot give up this Olympic legacy because it is an iconic landmark showcasing a great image for the local government. On the other hand, however, if the government keeps it well maintained and even further developed, it will have to keep investing large amounts of public money into it because there is not enough revenue made in the Park. Further, the Park's public service functions seem to be underused, except for sightseeing of the Olympic facilities in the Park by paid tourists. It seems strange to the researcher that the government pays a large amount of public money for the Park each year to support so-called high-end clubs serving those who are affluent enough to be there, but for sure, those are not the majority in China.

¹⁸⁵ Ibid.

¹⁸⁶ Ibid.

2-3-2. BMX Course and Mountain Bike Course: Shi Jing Shan District

There were three Olympic venues clustered close to the Lao Shan area in Shi Jing Shan District.¹⁸⁷ The Velodrome, a newly-built Olympic venue, was owned and operated by GASC; the mountain bike course, a pre-existing venue, and the bicycle motocross (BMX) course, a temporary Olympic venue, were owned by the Shi Jing Shan District Government. Although the ownerships were different, during the preparation and staging period of the Beijing Games, BOCOG supervised and coordinated the three venues together with relevant officials from both GASC and the Shi Jing Shan District Government. The director of the general office in the Cycling and Fencing Administrative Center under GASC, Junyan Wang, as the coordinator of BOCOG's supervision of the three venues during the Games, described the current status of both venues.

The mountain bike course was established in the 1990s and had been maintained by the district government since then. When selecting the site for the 2008 Games, the course was the priority for BOCOG because its physical condition and geographical environment met the requirements of the International Cycling Union (UCI). Moreover, since the course was close to GASC's cycling training base, the other two venues (the BMX course and the Velodrome) were built there. The course reconstruction did not cost substantially because the major part of the course had already been in good shape. The only tasks were to add some obstacles to increase difficulty level and build protective fences to separate spectators and athletes. Under the instructions from UCI's technical representatives, the reconstruction work was completed by local construction workers. But BOCOG controlled the process of the project.¹⁸⁸

¹⁸⁷ The term "Lao Shan" in Chinese means "Old Mountain."

¹⁸⁸ Junyan Wang, interviewed by Xiaowei Yu, August 19, 2011.

The Lao Shan Mountain Bike Course was directly supervised by the Bureau of Parks and Woods of Shi Jing Shan District. After the Games, BOCOG removed all the equipment and fences quickly and the course became a public park. Tourists and bike enthusiasts could enter the Park freely. According to Wang, the government would not sell the Park to any organizations, thus, GASC would not expect to own the course for national cycling teams, though it was in perfect condition in terms of natural environment.¹⁸⁹ There have been no competitions (at any level) held on the course since 2008; the only use was for those cycling enthusiasts in the city, without supervision and security.¹⁹⁰ The course was supposed to be maintained by the Bureau of Parks and Woods. However, a lack of maintenance could be noticed around the Park. In 2011, the Online Portal of the Beijing Municipal Government reported that some aspects of public facilities, such as night lights in the Park, were damaged.¹⁹¹ Although the problems were solved by the bureau later, the issue of lack of maintenance was evident. Moreover, Wang also indicated that the lack of maintenance caused potential safety issues for cycling enthusiasts.¹⁹² Despite the maintenance issue, the Park was opened to the public for its sport and recreation purposes. As an Olympic facility in Beijing, the course was still functioning in its original sport purpose for the public after the Games, which might be considered an positive acknowledgement of an Olympic legacy.

The Olympic BMX Course built as a temporary venue was neither dismantled nor maintained after the Games. All the entrances were locked and weeds grew everywhere. The gatekeeper told the researcher that the venue had been empty and secured since the

¹⁸⁹ Ibid.

¹⁹⁰ The description was based on the researcher's on-site observation.

¹⁹¹ Online Portal of Beijing Municipal Government, "Re: Lao Shan Rural Park's Public Facilities," <http://www.beijing.gov.cn/zfhf/zjhf/t1161060.htm> (March 6, 2012).

¹⁹² Junyan Wang, interviewed by Xiaowei Yu, August 19, 2011.

Games finished in 2008; nobody was allowed to enter. For the last three and a half years, the gatekeeper and his dog have been the only ones witnessing the venue's gradual deterioration.¹⁹³ According to Wang, BMX was considered a new sport in China, which meant that its popularity and Chinese athletes' performances were low. The Olympic BMX Course in Beijing was built based on the highest UCI standards for world elite athletes. For instance, the "start stage" was 11 meters high.¹⁹⁴ The venue belonged to the district government, although GASC attempted to negotiate to buy the venue. According to Wang, the situation over ownership of the land on which the venue was built was complicated; negotiations proved fruitless. As a result, the BMX course was not dismantled, not used for any purposes whatsoever, and not transferred to GASC; it simply remained there locked up.¹⁹⁵

Although the BMX course was officially categorized as a temporary venue, the Shi Jing Shan District Government spent around CNY 400 million (USD 61.5 million) to build it. Unlike those BMX courses in some western countries where they were usually built temporarily in parks and dismantled after the competitions, the Lao Shan BMX Course was built on the top of a "wildness hill" with permanent seats around it. In addition, for the competition track, certain chemicals were used to solidify the surface. There was no relevant expert in China who could build such a course, so the owner had to hire a professional company from abroad (recommended by UCI) to complete the design and construction. Obviously, if the government was called upon to dismantle the venue, they would have to spend another large amount of money. Currently, there is no plan for the facility. According to Wang, perhaps in the future, when negotiations between the

¹⁹³ The description was based on the researcher's on-site observation.

¹⁹⁴ Junyan Wang, interviewed by Xiaowei Yu, August 19, 2011.

¹⁹⁵ Ibid.

district government and GASC continue, the venue might be used in some positive ways.¹⁹⁶ However, for now, the most economical way for the government might be to keep the venue secured to save its operation and maintenance cost.

2-3-3. Beach Volleyball Ground: Chao Yang District

The Beach Volleyball Ground located in Chao Yang Park was built as a temporary Olympic venue. It was supposed to be dismantled after the Olympic Games, based on the *Candidature File of Beijing 2008 Olympic Games Bid*.¹⁹⁷ According to a former official of BOCOG, without criteria and specifications for constructing such temporary sport venues in China at the time, the design of the venue became one based on the criteria and specifications for permanent buildings.¹⁹⁸ As a result, the beach volleyball venue was actually built as a permanent sport facility. This might be one of the reasons that the venue has not been dismantled three and a half years after the Games.

The Beach Volleyball Ground was supervised by the Chao Yang Park Administration Committee that was under the leadership of the Chao Yang District Government.¹⁹⁹ In 2009, a beach-theme park and a swimming pool were established beside the venue; it embraced three function areas: a swimming area, a beach recreation area, and a beach volleyball area.²⁰⁰ In June 2011, the FIVB Beach Volleyball Swatch World Tour - 2011 Beijing Grand Slam was held in the venue, which was the first time

¹⁹⁶ Ibid.

¹⁹⁷ *The Candidature File of Beijing for the 2008 Olympic Games Bid* – Volume II, January 2001.

¹⁹⁸ The official who released this information to the researcher asked not to disclose the identity in the study.

¹⁹⁹ There was also a management company controlled by the Committee being responsible for the marketing activities of the Beach Volleyball Ground in the Chao Yang Park.

²⁰⁰ Official Website of Chao Yang Park, “Beach Theme Park,” <http://www.sun-park.com/ztgystztly/?pagename=stztly>; “Beach Park Opened in Chao Yang Park,” <http://www.sun-park.com/ztgystztly/?pagename=stztly> (accessed March 7, 2012).

after the Olympic Games that the venue held an international beach volleyball competition.²⁰¹

The researcher was unable to interview any official from the Chao Yang District Government or the Chao Yang Park Administration Committee. All the officials the researcher contacted were reluctant to accept the interview request. According to the Beijing Olympic Venues Contact List, the researcher telephoned the committee asking for an interview and was told that any interview requests regarding the Beach Volleyball Ground must be approved by the Propaganda Department of the Chao Yang District Government. Based on this regulation, the researcher went to the Chao Yang District Government and asked the Propaganda Department for an approval. However, the researcher was told that the department was only responsible for interview requests from the media, and interviews for academic purpose were not in their purview. Then, the researcher telephoned the committee again telling them what the department indicated and was told that the supervisor was busy without any explanations regarding “approval.” Also, the researcher was told that the request would be considered carefully when the supervisor had time. For the next few weeks, the researcher kept calling the committee, but all the responses were the same: “the boss was still busy.” Finally, the researcher gave up due to the tight research schedule.²⁰²

2-3-4. Triathlon Course: Chang Ping District

The Olympic Triathlon Course was a temporary venue, located at the Ming Tomb

²⁰¹ Official Website of Chao Yang Park, “2011 FIVB Beach Volleyball Swatch World Tour-Beijing Grand Slam Finished,” <http://www.sun-park.com/zxzx/allnews.php?firstpage=iframezxzx.php> (accessed March 7, 2012).

²⁰² The description is based on the researcher’s personal experience during the investigation in Beijing.

Reservoir in the northern outskirts of the city.²⁰³ The venue was owned and supervised by the Chang Ping District Government. The facility was not dismantled after the games and has been utilized for triathlon competitions during the last three years. In July 2009, the inaugural Red Bull Beijing International Triathlon Competition was held there. One year later, the “Red Bull Competition” was held again; and in September 2011, the ITU World Championship Grand Final Beijing was held, which was recorded as the biggest event held in the course after the Games.²⁰⁴ The competition course along the reservoir was upgraded after the Olympics.²⁰⁵ The running route of the course was built on the dam with removable PVC running track, which insured that the temporary competition facilities could be installed and removed in five hours.²⁰⁶ Like the urban cycling road race, the cycling route for triathlon competitions around the reservoir could be restored to regular roads for routine traffic after events. The swimming route was still in the reservoir, as it was during the 2008 Olympics. Thus, the major facilities around the course for the competitions were temporary and could be restored to regular conditions rapidly, which would not incur large amounts of cost for operation and maintenance on a regular daily basis.²⁰⁷

²⁰³ Official Website of BOCOG, “Triathlon Venue,” <http://en.beijing2008.cn/cptvenues/venues/trv/n214076038.shtml>; <http://en.beijing2008.cn/venues/trv/index.shtml> (accessed March 7, 2012).

²⁰⁴ Official Website of Chang Ping District Government, “2009 Red Bull International Triathlon Competitions Held in Our District,” <http://www.bjchp.gov.cn/tabid/260/InfoID/21988/frtid/186/Default.aspx> (accessed March 7, 2012); “2010 Red Bull Beijing International Triathlon Competitions Finished,” <http://www.bjchp.gov.cn/tabid/260/InfoID/42037/frtid/186/Default.aspx> (accessed March 7, 2012); and Official Website of ITU World Championship – Grand Final Beijing, <http://beijing.triathlon.org/> (accessed March 7, 2012).

²⁰⁵ Official Website of ITU World Championship – Grand Final Beijing, <http://beijing.triathlon.org/> (accessed March 7, 2012).

²⁰⁶ Online Portal of Beijing Municipal Government, “Design of Triathlon Venue Approved,” <http://2008.beijing.cn/news/luckybj/s214044803/n214044894.shtml> (accessed March 7, 2012).

²⁰⁷ Due to the fact that no official from a relevant authority of the Triathlon Course accepted the researcher’s interview request, the statement regarding the cost incurred for operation and maintenance of

2-3-5. Softball Field: Feng Tai District

The Olympic Softball Field, officially categorized as a pre-existing sports venue (or renovated venue), was located in the Feng Tai Sports Center, Feng Tai District, on the west side of Beijing.²⁰⁸ The venue was owned by the Feng Tai District Government and was supervised by the Feng Tai District Sport Bureau, as authorized by the district government. The original site for the venue was a baseball field, which was built in 1990 for the Beijing Asian Games. After being selected to be the Olympic softball field, according to the China IPPR International Engineering Corporation, the Company re-designed the venue; the original baseball field could not be upgraded to meet the Olympic demands. Based on its valuation, building a new field facility on the site was the only solution for the project.²⁰⁹ As a result, the original field facility was demolished and a brand-new venue built on the site, which, based on the new design, could transform to a baseball field when necessary.²¹⁰ Therefore, the venue should be categorized as a newly-built venue specifically for the 2008 Olympic Games.

The venue construction was completed in 2006 for hosting the XI ISF Women's World Championship in August.²¹¹ After the competition, temporary seats were removed and then re-installed in May 2008 for the Olympics. When the Olympic Games concluded, the rented temporary seats were removed again and only 3,000 permanent

the course was deducted from certain information the researcher found on those official websites related to the Course. Therefore, the accuracy of it still needs to be further improved by future research.

²⁰⁸ Official Website of BOCOG, "Renovation on Feng Tai Softball Field Starts," <http://en.beijing2008.cn/cptvenues/venues/fts/headlines/n214079171.shtml> (March 7, 2012).

²⁰⁹ Official Website of China Association of Construction Enterprise Management, "Home Run of Scientific Olympic: Introduction of Feng Tai Sports Center Softball Field," http://www.cacem.com.cn/News/open.asp?ID=294762&Sort_ID=296 (accessed March 7, 2012).

²¹⁰ Ibid.

²¹¹ Official Website of BOCOG, "Softball Venue to be Ready in July," <http://en.beijing2008.cn/cptvenues/venues/fts/headlines/n214079102.shtml> (accessed March 7, 2012).

seats were retained in the venue. In November 2008, an official from the Feng Tai Sports Center stated that there was no post-Games operation and utilization plan for the venue because softball was not popular in Beijing and the equipment for softball games was too expensive for those who might want to try it.²¹² Moreover, an official from GASC expressed that softball was no longer an Olympic sport. Further, it was not popular throughout the world, which made it difficult to popularize in China.²¹³ Thus, the venue had not been opened to the public since 2008, although it had been well maintained.²¹⁴ There was a baseball school located in the Feng Tai Sports Center. Most of the members in the school were teenagers, trained by professional coaches; the goal of the school was to deliver elite baseball players for the Chinese national team.²¹⁵ Registered softball players in China dramatically decreased after softball was excluded from the Olympics. Because of the Olympic gold medal strategy, the top priority for Chinese national sport was certainly not softball. In 2009, there were only 8 teams in China with around 200 registered players.²¹⁶ Obviously, the sport authority in China had little interest in softball in Olympic context. In 2010, the Feng Tai Sport Bureau announced that they would demolish the warm-up softball field just beside the main field and build a shopping center on the site.²¹⁷ The main field of the venue has been saved for the time being, however, with no sufficient use either from the public or professional teams, it can be imagined

²¹² Official Website of Chinese Softball Association, "Softball Excluded from Olympics, The Future of Feng Tai Softball Field Unsettled," <http://softball.sport.org.cn/chinateam/player/2008-11-21/222922.html> (accessed March 7, 2012).

²¹³ Ibid.

²¹⁴ The description was based on the researcher's on-site observation. There are two softball fields, one main field and one warm-up field.

²¹⁵ Official Website of Feng Tai District Sport Bureau, "Feng Tai Baseball and Softball Training School," <http://www.ftsports.gov.cn/bqxx.asp> (accessed March 7, 2012).

²¹⁶ Official Website of Chinese Softball Association, "One Year after the Olympics, Only 8Teams 200 Players Left in China," <http://softball.sport.org.cn/chinateam/player/2010-10-09/329450.html> (accessed March 7, 2012).

²¹⁷ Official Website of Feng Tai Sport Bureau, "Feng Tai Sport Bureau Working Report for the First Half Year 2010," http://www.ftsports.gov.cn/news.asp?news_id=852 (accessed March 7, 2012).

what kind of future awaits the facility.

2-4. Transferred Ownerships

The venues in this sub-category were distinguished under “transferred ownerships,” which meant that during the last three and a half years, the ownerships of the venues, because of various reasons, were transferred from one of the three types of ownerships described in the last three sub-categories to the other, while they were still “government-owned” venues. The ownership of the National Stadium was transferred from the CITIC Consortium Stadium Operating Company to the National Stadium Co. Ltd., authorized and supervised by BSAM. The ownership of the National Indoor Stadium (NIS) was transferred from the Guo Ao Investment & Development Co. Ltd. to the Beijing Performance & Arts Group (BPA), authorized and supervised by BSAM. And, the ownership of the Olympic Sports Park (including the Olympic Tennis Court, the Olympic Archery Field, and the Olympic Hockey Field) in the Olympic Forest Park was transferred from BSAM to the Chao Yang District Government.²¹⁸

2-4-1. “Birds’ Nest”

The National Stadium with the popular name “Bird’s Nest,” the main stadium of the Beijing Olympic Games, is consistently put under the spotlight when Beijing’s Olympic venues are discussed. It is considered a significant landmark of Beijing, because of its famous iconic status and symbolic meaning to the city, as well as the entire country. As Cheng Yang, the deputy general manager of the National Stadium Co. Ltd., stated, the

²¹⁸ The statement made here was based on the data the researcher collected from the interviews that was reported in detail in the following three sub-sections.

National Stadium was representative of the national image, a facility showcasing the new China, and a symbolic place where a Chinese national dream might come true; or, as Michael Wines, a journalist of the *New York Times*, reported, it was a barely disguised metaphor for China's rise to worldwide importance.²¹⁹ No matter what the Stadium meant spiritually, focused under a spotlight as it has always been, the significance and elegant image of it guaranteed that certain controversial issues would be raised, as indeed they have over the last three and a half years.

To completely depict the controversies, the investment mode of the Stadium, praised by the government and the media in China before the Games, must be mentioned. The investment mode was called the "PPP" model, that is, Private-Public-Partnership (or Private-Public-Project), a cooperation mode between governmental organizations and private enterprises for construction, management and operation of public projects.²²⁰ This mode was considered a marketing innovation made by the Beijing Municipal Government for construction and post-Games operation of the Olympic venues in Beijing as well as other large-scale public construction projects.²²¹ During the process of the bid for the design and construction of venues such as the National Stadium and the National Indoor Stadium, as well as the construction period following, the PPP mode was implemented properly based on its Build-Operate-Transfer (BOT) procedure, which meant that for a public project, private enterprise would be responsible for construction and operation for a specified number of years according to an agreement signed with the

²¹⁹ Cheng Yang, "Bird's Nest Realizing Dreams," *Global Sport Market*, no. 1 (February 2010), p. 53; Michael Wines, "After Summer Olympics, Empty Shells in Beijing," *The New York Times*, February 6, 2010. http://www.nytimes.com/2010/02/07/weekinreview/07wines.html?_r=1 (accessed March 8, 2012).

²²⁰ Jiawei Li, "Gene Controlled Bird's Nest," *China Weekly*, (June 2010), <http://www.chinaweekly.cn/bencandy.php?fid=45&id=4894> (accessed March 8, 2012).

²²¹ Official Website of National Stadium, "Company Introduction," <http://www.n-s.cn/en/test/n214619930.shtml> (accessed March 8, 2012).

government. At the end of the specified period, the project would be returned to the government.²²²

Specific to the National Stadium, following the qualification evaluation in terms of design, construction, financing, and operation, the Beijing Municipal Government finally selected the China International Trust and Investment Corporation Group (CITIC) Consortium as the owner and manager of the Stadium.²²³ The CITIC consortium consisted of the CITIC Group, the Beijing Urban Construction Group, the CITIC Group Affiliate Guan Elstrong from Hong Kong, and the Golden State Holding Group from the United States.²²⁴ According to the National Audit Office of China, the total investment attached to the venue was CNY 3.6 billion (USD 554 million) of which the CITIC consortium was responsible for 42% and BSAM for 58%.²²⁵ In August 2003, the agreements with respect to the Stadium were officially signed. The CITIC consortium, the winner of the bid, signed the “Chartered Rights Agreement” with the Beijing Municipal Government, in which the CITIC consortium was granted 30-year chartered management rights to the Stadium after which the management privileges would return to the representative of the government, BSAM.²²⁶ Moreover, the CITIC consortium also

²²² Jingsheng Liu, Keynote at the International Advanced Forum of BOT/PPP Projects Investment, March, 2005. Liu was the supervisor of the Olympic Project Office in Beijing Municipal Commission of Development and Reform.

²²³ Official Website of National Stadium, “Company Introduction,” <http://www.n-s.cn/en/test/n214619930.shtml> (accessed March 8, 2012). The CITIC Group is a state-owned enterprise in China.

²²⁴ Ibid.

²²⁵ National Audit Office of the People’s Republic of China, “Audit Result Announcement: Financial Balance Conditions of the Beijing Olympic Games and the Auditing Result of the Olympic Venues Construction Projects,” June 19, 2009, www.audit.gov.cn/n1057/n1072/n1282/1831561.html (accessed March 8, 2012); Zheng Shi, interviewed by Xiaowei Yu, August 16, 2011; Official Website of National Stadium, “Company Introduction,” <http://www.n-s.cn/en/organizations/intro/> (accessed March 8, 2012).

²²⁶ Official Website of National Stadium, “Company Introduction,” <http://www.n-s.cn/en/organizations/intro/> (accessed March 8, 2012).

signed relevant agreements with BOCOG and BASM regarding the Stadium.²²⁷ As a result, the CITIC consortium and BSAM jointly registered a company, the National Stadium Co., Ltd., by which the CITIC consortium held the management and operation rights to the Stadium for 30 years after the Olympic Games.²²⁸ However, the agreement led to controversy in terms of post-Games utilization of the venue, because the government's strategy regarding the development of the Stadium, which focused more on political and symbolic meanings and significances, was different from that of the CITIC consortium, which focused more on economic value and revenue generating.²²⁹

Following the Games, controversies gradually appeared. According to Yang, the government was reluctant to see that profit-making became the priority of post-Games operation for the "Bird's Nest" stadium.²³⁰ Meanwhile, criticism began to appear in the media. The *People's Daily*, one of the most important newspapers for the Chinese Central Government as well as the Chinese Communist Party (CCP), complained in July 2009 that the managers of the Stadium overpriced products sold in the Stadium, maximizing the profit motif. It also contended that as an iconic stadium, and titled with the term "national," such immoral business behaviors should be criticized and stopped.²³¹ The *China Sports Review* reported that local residents complained that the Stadium's entrance admission was too expensive compared to other sites and attractions in Beijing, and stated that as a public place used for the Olympic Games, it was supposed to be open to the public for free.²³² *Sport Media*, a local sports newspaper, commented that CITIC

²²⁷ Ibid.

²²⁸ Ibid.

²²⁹ Chen Sun, interviewed by Xiaowei Yu, August 24, 2011.

²³⁰ Ping Yang, interviewed by Xiaowei Yu, August 11, 2011.

²³¹ Official Website of People's Daily, "Is It Right for Bird's Nest Earning Money Like This?" <http://finance.people.com.cn/GB/9696576.html> (accessed March 8, 2012).

²³² Official Website of China Sports Review, "Public or Private? National Sport Stadium Accused of

should not designate the National Stadium as the home of its own professional soccer team without paying any rental to the government.²³³ An official of the Beijing Sport Bureau questioned how the National Stadium, as an Olympic sport facility, could attract tourists in the long term, and how long the Olympic enthusiasm would last, if the operation company only cared about its own revenue making.²³⁴ The conflict between commercial profit-earning and social responsibility became a heated issue, not only among the media, but also in public and government perspective in 2009. The operation company was consistently criticized that it should be focused on the Stadium's public service function to serve the residents, rather than its "profit motif."

From the operation company's perspective, there were other explanations regarding the commercial actions of the Stadium. The Company was required to pay CNY 150 million (USD 23 million) per year for operation, maintenance, and interest payments, which was a burden on the CITIC consortium, not the government.²³⁵ Former deputy general manager of the Company, Hengli Zhang, stated in 2009 that the Stadium's revenue usually included space rental, entrance admission, commercial advertisement, and souvenir selling, while the major prospect was aimed at the sale of naming rights for the Stadium.²³⁶ However, the government did not approve the Company's proposal regarding the naming rights sale, although the relevant approval had been given when the

Charging High Tickets,"

<http://www.chinasportsreview.com/2008/11/12/national-sports-stadium-accused-of-charging-high-ticket-price/> (accessed March 9, 2012)

²³³ Online Portal of the Sport Media, "Why can Guo An Use the Bird's Nest as its Home Field?" <http://beijing.titan24.com/08-09-12/114520.html> (accessed March 9, 2012).

²³⁴ Official Website of People's Daily, "New Beijing Newspaper: Bird's Nest Waiting for Money in Post-Olympic Period," <http://finance.people.com.cn/GB/70392/9696918.html> (accessed March 9, 2012).

²³⁵ Online Portal of Chinese Central Government, "Bird's Nest Facing Post-Olympic Effect, Visitors Dramatically declined," http://www.china.com.cn/economic/txt/2011-08/23/content_23261149_2.htm (accessed March 9, 2012).

²³⁶ Official Website of People's Daily, "New Beijing Newspaper: Bird's Nest Waiting for Money in Post-Olympic Period," <http://finance.people.com.cn/GB/9696815.html> (accessed March 9, 2012).

agreement was signed between the CITIC consortium and the government.²³⁷ Zhang explained that the public might not applaud the naming rights sale of the National Stadium, which was a possible reason why the government refrained from giving final approval.²³⁸ In 2009, the major part of the revenue came from tourists; however, Zhang was concerned that the enthusiasm for visiting the Olympic venue would not be sustained with time passing by.²³⁹ In addition, in terms of commercial events, the progress was also not smooth in 2009. Due to the high maintenance expense, the rent for commercial events was quite expensive, which deterred numerous potential clients. Moreover, due to the safety concern around the Olympic Park, the government rejected certain commercial event proposals the Company submitted.²⁴⁰ What the Company tried to do for the Stadium was always limited by the government. After the Games, in 2009, the Company proposed a series of business plans regarding the commercial development of the Stadium; however, most of them were not approved by the Beijing Municipal Government.²⁴¹ The conflict between the high operation cost and the lack of resources for revenue generation caused tourism revenue to be heavily depended on. In fact, the in-depth reason for this continued to be the different visions for the Stadium after the Olympic Games held by the government and the Company, in other words, which kinds of value - commercial value or symbolic value – should be pursued in order to embody

²³⁷ Official Website of People's Daily, "New Beijing Newspaper: Bird's Nest Waiting for Money in Post-Olympic Period," <http://finance.people.com.cn/GB/9696815.html> (accessed March 9, 2012); Wuyi Guo, Jingyi Wan, and Feng Ding, "Some Thoughts on Naming Rights of the Olympic Venues in China," *Sport Culture Guide*, (2008), pp. 61-63.

²³⁸ Official Website of People's Daily, "New Beijing Newspaper: Bird's Nest Waiting for Money in Post-Olympic Period," <http://finance.people.com.cn/GB/9696815.html> (accessed March 9, 2012).

²³⁹ Ibid.

²⁴⁰ Online Portal of Chinese Central Government, "Bird's Nest Facing Post-Olympic Effect, Visitors Dramatically declined," http://www.china.com.cn/economic/txt/2011-08/23/content_23261149_2.htm (accessed March 9, 2012).

²⁴¹ Ibid.

Olympic legacy for the government as well as the public.

Of the issues regarding the post-Games operation of the Stadium, the naming rights sale was the most debated issue by the media, the public and the governments. Although approval for the naming rights sale had been outlined in the agreement in 2003, the government quickly changed its mind after the Games.²⁴² Some enterprises, both from China and abroad, expressed huge interests regarding naming the Stadium with their corporate names, such as Adidas, Coca-Cola, Lenovo, and the Guo Mei Group.²⁴³ For instance, the negotiation with the Guo Mei Group had progressed smoothly with a price of about CNY 70 million (USD 10.8 million) per year for at least five years being entertained, but failed at the last moment because of the government's intervention.²⁴⁴

There were different opinions expressed regarding the naming rights sale for the Stadium. Cheng Yang, the deputy general manager of the Bird's Nest, told the researcher that the naming rights sale for the Stadium would not progress in the near future, because the national image was always the top priority of what the government considered when the contradiction occurred between social responsibility and commercial benefit.²⁴⁵ According to Jizhong Wei, the director of the Chinese Olympic Economy Research Association, the naming rights could be sold only if the title of the Stadium was changed, that is, the term "National" be removed from the title.²⁴⁶ Nianguo Cao, the director of the

²⁴² Official Website of People's Daily, "New Beijing Newspaper: Bird's Nest Waiting for Money in Post-Olympic Period," <http://finance.people.com.cn/GB/9696815.html> (accessed March 9, 2012).

²⁴³ Online Portal of Chinese Central Government, "Bird's Nest Facing Post-Olympic Effect, Visitors Dramatically declined," http://www.china.com.cn/economic/txt/2011-08/23/content_23261149_2.htm (accessed March 9, 2012); Official Website of People's Daily, "New Beijing Newspaper: Bird's Nest Waiting for Money in Post-Olympic Period," <http://finance.people.com.cn/GB/70392/9696919.html> (accessed March 9, 2012).

²⁴⁴ Online Portal of Chinese Central Government, "Bird's Nest Facing Post-Olympic Effect, Visitors Dramatically declined," http://www.china.com.cn/economic/txt/2011-08/23/content_23261149_2.htm (accessed March 9, 2012).

²⁴⁵ Cheng Yang, interviewed by Xiaowei Yu, August 8, 2011.

²⁴⁶ *China Entrepreneur*, "Info & Review: How to Operate the Bird's Nest," no 17 (2008), p.24.

Investment Department of DTZ, stated that the “Bird’s Nest” represented the national image and the government placed this above the need for money gained from its naming rights sale; thus, the government would not approve a naming rights sales deal.²⁴⁷

Guoping Li, the board chairman of the Beijing Topconsult Real Estate Consulting Co. Ltd., pointed out that the Olympics should not be politicized; the Bird’s Nest belonged to a corporation to which the naming rights sale was within its legal rights; if there was a great value, then selling the naming rights would be a win-win strategy both for the Company and the government. In addition, a naming rights sale was merely a commercial activity, and it would be the major revenue resource of the Stadium.²⁴⁸ Hong Yao, an official of the Beijing Sport Venue Association, stated that the naming rights sale depended on various factors such as the venue’s reputation, use frequency, and type of the use, rather than only the matter of money.²⁴⁹ Xianpeng Lin, a professor at Beijing Sport University (BSU), pointed out that it was quite difficult for the Stadium to balance its financial sheet without selling naming rights, because the last couple of years had seen that the revenue from tourism and commercial events could not compensate for the Stadium’s high operating cost.²⁵⁰ Lin also commented that the naming rights and the Stadium’s luxury boxes should be for sale as is the practice in North America, as long as there were needs in the market.²⁵¹ Moreover, the *Xin Ming Evening News* stated that commercialization of the Stadium’s naming rights was correct; the function of the Stadium that served the Olympics was finished and its commercial function should be

²⁴⁷ Ibid.

²⁴⁸ Ibid.

²⁴⁹ Official Website of People’s Daily, “Bird’s Nest Struggling for Survive, Naming Right Asking for Billion Dollars,” <http://finance.people.com.cn/GB/9697301.html> (accessed March 9, 2012).

²⁵⁰ Official Website of People’s Daily, “New Beijing Newspaper: Bird’s Nest Waiting for Money in Post-Olympic Period,” <http://finance.people.com.cn/GB/70392/9696919.html> (accessed March 9, 2012).

²⁵¹ Sport Industry Forum, “Where Sports Venues Go?” *Global Sport Market*, no. 2 (March 2009), p. 55.

started as soon as possible.²⁵² No matter where the debate goes, the fact is that so far the government has not approved the naming rights sale for the Stadium, and with time passing by, apparently, the possibility of it, if any, will be decreasing toward zero.

Under such a controversial situation surrounding the Stadium, in August 2009, six years after the CITIC Consortium was granted 30-year chartered management rights to the Bird's Nest, the Beijing Municipal Government elected to take over the Stadium's ownership. The government and the CITIC consortium signed a new agreement on regulating the operation and management mode. The "shareholding status" of the original agreement remained unchanged.²⁵³ According to the new agreement, the National Stadium Co. Ltd. would still be in charge of the operation and daily maintenance of the Stadium, while under the leadership of the Beijing Municipal Government, which meant that the CITIC consortium had finished its management missions at the Stadium. But, as a shareholder, CITIC would still benefit from the Stadium in the future.²⁵⁴ In addition, all the employees in the National Stadium Co., Ltd. voluntarily stayed in the Company retaining their original working positions. Of the profit made, the Company left CNY 50 million (USD 7.7 million) in the treasury for future development; and the balance of the profit was distributed to the shareholders.²⁵⁵ Eventually, the first PPP project in China culminated with the "private partner" quitting the project.²⁵⁶ One interesting detail should

²⁵² Official Website of People's Daily, "New Beijing Newspaper: Bird's Nest Waiting for Money in Post-Olympic Period," <http://finance.people.com.cn/GB/70392/9696919.html> (accessed March 9, 2012).

²⁵³ Official Website of National Stadium, "Company Introduction," <http://www.n-s.cn/en/test/n214619930.shtml> (accessed March 8, 2012); "Agreement on Enhancing Cooperation in the Operation and Management Mode of Bird's Nest Signed between Beijing Municipal Government and the CITIC Consortium," <http://www.n-s.cn/cn/dynamics/venueconstruction/n214610707.shtml> (accessed March 9, 2012).

²⁵⁴ Ibid.

²⁵⁵ Jiawei Li, "Gene Controlled Bird's Nest," *China Weekly*, (June 2010), <http://www.chinaweekly.cn/bencandy.php?fid=45&aid=4894&page=3> (accessed March 11, 2012).

²⁵⁶ Ibid.

be mentioned. On the same day the new agreement on the transfer was signed, a new operation and management proposal was released and approved right away by relevant governmental departments.²⁵⁷ There was no published document that could indicate whether the CITIC consortium voluntarily handed over its 30-year chartered management rights, or if it was forced to do so. However, from this ownership transfer, the CITIC consortium became a permanent shareholder, but was relieved from the huge ongoing operating costs of the Stadium, which could be considered a wise move for the enterprise.²⁵⁸ On the other hand, the government retained the ownership of the iconic Stadium, free to carry out plans to embody the Stadium's symbolic significance and realize its service functions to the public. In terms of the Bird's Nest post-Games operation, commercial exploitation and social responsibilities were supposed to be attended to simultaneously, which was considered an ideal condition for the Stadium. However, if the government focuses solely on one side of the equation after taking over the ownership, potential problematic issues might appear again in the near future.

Various officials and practitioners contributed their points of view with respect to the development of the National Stadium. Shiwei Shao, an official of GASC, pointed out that certain previous investment issues existed that led to the situation after the Games.²⁵⁹ For instance, the public money invested was a significant percentage of the total investment, probably because the government was overly optimistic regarding the Stadium's post-Games operation and revenue return, which led to the controversial

²⁵⁷ Ibid.

²⁵⁸ Online Portal of Chinese Central Government, "Bird's Nest Facing Post-Olympic Effect, Visitors Dramatically declined," http://www.china.com.cn/economic/txt/2011-08/23/content_23261149_2.htm (accessed March 9, 2012).

²⁵⁹ Shiwei Shao, interviewed by Xiaowei Yu, August 5, 2011.

situation in 2009 and the eventual ownership transition.²⁶⁰ Despite some enterprises involved in the investment of the venue, Cao stated that the Stadium's political and iconic meanings were over-emphasized by the government, which adversely affected the Stadium's post-Games commercial exploitation.²⁶¹ Also, Shao commented that the National Stadium was too large to be utilized for medium size sports events or mass sports activities, which consequentially caused the underuse issue.²⁶² Wei agreed, and stated that the huge size of the Stadium seriously confined its commercial development; only extra-large events might fit in the venue, with huge organizing costs.²⁶³ Jun Ding, an official of BOPAC, stated that after the ownership transition occurred, the relationship between the Stadium and BOPAC improved, by which the collaboration between the committee and the Stadium became smoother and more coordinated than before. However, Ding also admitted that the Stadium had not balanced the financial sheet yet.²⁶⁴

In terms of the Stadium's operation, Ping Yang, an official of BOPAC, witnessed its development after the Games. In 2009, the number of paid visitors in the Stadium was amazing, reaching around several millions; however, for the next two years, it decreased every year by 50%. Despite the decrease, it was still the first time in Olympic history that such a considerable number of tourists visited an Olympic stadium in such a short period of time. As a result, for the first two years, the Stadium's revenue was mainly derived from entrance admission sales. However, in 2011, the Stadium started to deal with the interest payments to the banks, which caused the total expense of the Stadium to reach around CNY 300 million (USD 46.2 million) per year. The total annual revenue was

²⁶⁰ Ibid

²⁶¹ *China Entrepreneur*, "Info & Review: How to Operate the Bird's Nest," no 17 (2008), p.24.

²⁶² Shiwei Shao, interviewed by Xiaowei Yu, August 5, 2011.

²⁶³ *China Entrepreneur*, "Info & Review: How to Operate the Bird's Nest," no 17 (2008), p.24.

²⁶⁴ Jun Ding, interviewed by Xiaowei Yu, August 26, 2011.

estimated at CNY 180 million (USD 27.7 million), leaving a deficit of about CNY 120 million (USD 18.5 million) for the Stadium.²⁶⁵ Although Yang did not speak directly about who would pay for this deficit, considering the new ownership, BSAM might be the one who would take it in hand under the authority of the Beijing Municipal Government. Yang also pointed out that the Stadium had started to exploit new business, expecting to attract more tourists. For the first two years, the large number of tourists brought great value to the venue. When the tourism business in the venue declined, it was suddenly found that there was nothing inside but an empty stadium. Therefore, the situation pushed the managers of the Stadium to exploit new business opportunities.²⁶⁶

Zheng Shi, a manager of the National Stadium Co. Ltd., shared his opinion with the researcher. The sales of naming rights and luxury boxes were stopped by the government. The commercial strategy of the Stadium was completely controlled by the government, which had nothing to do with the market. From the very beginning, in terms of the venue's design, there were little thoughts put on its post-Games utilization. For instance, the passages under the spectator stands were all open space (prompting safety issues during the Games) rather than blocked as in standard stadiums such as the Beijing Workers' Stadium. This fact led to much more human resource cost incurred than regular stadiums when hosting events. For a commercial event, the Workers' Stadium would need around 500 security guards, while for the Bird's Nest it could be around 5000. Another example would be the retractable roof, which was discarded during the design adjustment in 2003. Without a roof, the best season for stadium use was limited, dramatically confining its commercial development. In addition, all vehicles entering the Olympic

²⁶⁵ Ping Yang, interviewed by Xiaowei Yu, August 11, 2011.

²⁶⁶ Ibid.

Park needed to be checked for security, potentially inhibiting customers who might want to be there for leisure purposes. BOPAC fenced the Olympic Park and installed security stations, making the Park more like a tourist destination; however, the function of the individual venues inside as a place for sports or commercial events would be adversely affected.²⁶⁷

In terms of current conditions, Shi admitted that the tourism business declined dramatically in the venue. The golden time was over. Actually, the big bucks earned from tourism during the first year after the games was beyond expectation. It was unprecedented in terms of any previous Olympic main stadium visitation. During the first three months after the Games, the highest daily revenue reached around CNY 5 million (USD 0.77 million), while in 2011 for the first eight months, the total revenue of the Stadium was around CNY 50 million (USD 7.7 million). On the other hand, with time passing by, maintenance costs increased. As long as the Stadium was opened to the public, the operation and maintenance expense would cost more than CNY 170 million (USD 26.2 million) per year. Thus, commercial profit had to be emphasized in the Stadium's development strategy, although corporate social responsibility was always emphasized by the government. All the business plans for the Stadium had to be submitted to the government for approval; only those approved could be carried out. For instance, the government approved the building of a "cauldron square" at the north side of the Stadium, but did not approve selling its naming rights to the Hyundai Auto Group. The Hyundai group offered to pay CNY 20 million (USD 3.1 million) for the naming rights of the square and another CNY 80 million (USD 12.3 million) for establishing a demonstration hall in the Stadium. Despite Hyundai's offer, the government did not approve it. The

²⁶⁷ Zheng Shi, interviewed by Xiaowei Yu, August 16, 2011.

government did not like the Stadium to be branded commercially. In a word, after the ownership transfer, the government had become the only decision maker for the Stadium; it controlled the direction of stadium development; at the same time it was responsible for all potential financial risks.²⁶⁸

In terms of future plans for the venue, a Bird's Nest Hotel will be opened inside the Stadium using the empty space at the north end. In addition, an observation archway will be built over the venue for sightseeing purposes. All the money for these projects will come from commercial loans. Besides, the tourism business will be continuing by adding new attractions to the venue. Meanwhile the Stadium was contemplating eventually removing entrance fees. The managers had been trying to make the Stadium a tourism destination with unique experiences that only the Bird's Nest could offer. Also, some basic service functions such as rest areas, information desks, and catering services, might be added, not only in the Stadium but also in the Olympic Park in an effort to keep tourists staying longer than before. In terms of the Stadium's function as a commercial events location, its future development would heavily depend on the government's will. If the government would loosen its current strict regulations and demands for organizing commercial events inside Olympic Park, that might provide opportunities for the venues in the Park to further explore "the market" in the city. After all, as the venues were located in the Olympic Central Area, there were lots of positives present in terms of geographical location, "symbol" of the city, Olympic related reputation, and advanced architecture and technical conditions.²⁶⁹ However, as a window to showcase the government's political image, the Stadium has become a stage to embody the

²⁶⁸ Ibid.

²⁶⁹ Ibid.

government's will. As Jun Xiang, the assistant general manager of the Stadium, stated, the Stadium had been completely led by the government, which meant that it must follow the government's direction and carry out what the government wanted it to do; in a word, the government was the dictator of all.²⁷⁰ Under such a principle for operation and management of the Stadium, it is hard to imagine what the future of the Olympic main stadium in Beijing will look like, but, a good guess might be that it will remain a political symbol of the government standing there alone occasionally reminding its visitors of its magnificence in the year 2008.

2-4-2. National Indoor Stadium (NIS)

The National Indoor Stadium (NIS), next to the Bird's Nest and the Water Cube, is located in the Beijing Olympic Park. NIS was the competition site during the Olympic Games for artistic gymnastics, trampoline, and handball events.²⁷¹ As one of the three newly-built venues in the Olympic Park, NIS is always overshadowed by the other two iconic Olympic venues beside it, which leads to the fact that NIS has seldom been focused on when discussing post-Games utilization of the Olympic venues in Beijing. But, in fact, as still another Olympic venue experiencing ownership transition, the case of NIS's post-Games development was complicated, and might even be considered a "peculiar circumstance" in China.

In November 2003, the Beijing Municipal Government selected the Beijing Urban Construction Investment & Development Co., Ltd., (BUCID) Consortium as the owner of

²⁷⁰ Jiawei Li, "Gene Controlled Bird's Nest," *China Weekly*, (June 2010), <http://www.chinaweekly.cn/bencandy.php?fid=45&aid=4894&page=4> (accessed March 11, 2012).

²⁷¹ Official Website of BOCOG, "'Fan' Unfolds: The National Indoor Stadium is Delivered for Use," <http://en.beijing2008.cn/cptvenues/venues/nis/headlines/n214203747.shtml> (accessed March 11, 2012).

two Olympic projects - the National Indoor Stadium and the Olympic Village. The Consortium would be responsible for the full investment, architectural design and construction of the two projects; meanwhile the Consortium was granted 30-year chartered management rights for NIS.²⁷² In 2005, the BUCID Consortium registered the Guo Ao Investment & Development Co., Ltd., (Guo Ao Investment) to manage and operate the two projects. The duties for the Company included investment, venue design, construction, as well as post-Games management, operation and maintenance.²⁷³ Guo Ao fully funded the two projects; while the government paid nothing.²⁷⁴ The two projects progressed smoothly until the Olympic Games finished. At the beginning of 2009, the government started to renege on the 30-year chartered management rights granted to Guo Ao and attempted to transfer the ownership of NIS to a different government-owned company.²⁷⁵

Bo Zhang, director of the general office of the Beijing Guo Ao Five-Rings National Indoor Stadium Commerce Manager Co., Ltd., a sub-company of Guo Ao Investment, narrated the development of NIS, particularly after the Games. Guo Ao Investment won the bid for the combination project of NIS and the Olympic Village with the PPP mode under the direction of the government. For the Olympic Village, the Company operated the project as a real estate venture, selling portions as residential units even before the Olympic Games commenced. Due to the impact of the Olympics on the local housing market, the price of the apartments in the Olympic Village rose to become

²⁷² Official Website of People's Daily, "The Agreement Signed about the National Indoor Stadium and the Olympic Village," <http://2008.people.com.cn/GB/22180/22193/2178887.html> (accessed March 11, 2012).

²⁷³ Official Website of Beijing Urban Construction Investment & Development Co., Ltd., "Introduction of Guo Ao Investment & Development Co., Ltd.," <http://www.bucid.com/companyinfo/guoaotouzi/index.shtml> (accessed March 11, 2012).

²⁷⁴ Xinxin Zhou, interviewed by Xiaowei Yu, August 20, 2011.

²⁷⁵ Ibid.

among the most expensive in Beijing. In terms of NIS, although the municipal government granted Guo Ao Investment a 30-year chartered management rights, directly after the Olympic Games the government adjusted its policy on the venue.²⁷⁶ In May 2009, the Beijing Municipal Government registered and directly supervised a company named the Beijing Performance & Arts Group (BPA). The board chairman of BPA was also the deputy general manager of BSAM, the current owner of both the Bird's Nest and the Water Cube.²⁷⁷ Although the operation team of Guo Ao Investment remained in the venue, the supervision rights were transferred to the new company, which took over the responsibility for organizing activities and holding events in NIS. The dispute has existed since 2009 regarding the ownership of NIS, but the government's will and behavior have prevailed throughout the entire scenario.²⁷⁸

According to Xinxin Zhou, the general manager of the Guo Ao Investment, operation of NIS under the leadership of Guo Ao endured for only three months after the Games closed. During that period, NIS held 17 commercial events, including fashion shows, auto shows, and commercial receptions for corporations. The venue was also opened to the public with entrance admission (CNY 20 (USD 3.1)); this was later stopped by the government.²⁷⁹ Zhou stated that after the ownership transition, there were not many changes in terms of holding commercial events in NIS. Currently, both companies remain in NIS. They are responsible for different duties. Under the leadership of BPA, the new owner of NIS, an operations company, the Beijing BPA Cultural Facilities

²⁷⁶ Bo Zhang, interviewed by Xiaowei Yu, August 16, 2011.

²⁷⁷ Official Website of People's Daily, "Beijing Performance & Arts Group Established," <http://society.people.com.cn/GB/1062/9376247.html> (accessed March 13, 2012); Official Website of Beijing Culture Network, "Beijing Create Aircraft Carrier of Culture and Arts Performance," <http://domain.beijingww.com/1687/2009/02/16/290@81180.htm> (accessed March 13, 2012).

²⁷⁸ Bo Zhang, interviewed by Xiaowei Yu, August 16, 2011.

²⁷⁹ Xinxin Zhou, interviewed by Xiaowei Yu, August 20, 2011.

Investment Co., Ltd., was established specifically for operating NIS. Yue Wang, the engineering service director of the new company, stated that the process of the ownership transition between BPA and Guo Ao Investment has not been completed yet in 2011, despite two and a half years having passed. The situation was complicated because of the intertwined relationships between the government and the state-owned enterprises.²⁸⁰ The two companies controlling NIS needed to collaborate in order to coordinate the Stadium's function as an assembly place, which seemed not to be the case, because at times the duties were not defined clearly for each company, which made the team members from both functions feel confused about their responsibilities.²⁸¹

After the Games, there were few sports competition events held in NIS. According to Zhang, because of high costs incurred in energy, maintenance, human resources, and security, holding commercial events was much more profitable for the venue's revenue production than holding sports events. Sports events in China were always organized by governmental departments; government never reimbursed the venue the normal rental rate. Then, too, the sports industry in China was lagging. Most sports competitions, the basis of the sports industry, were controlled by the various levels of government in China. Thus, most sport-related events were considered political tasks that the venues' owners must carry out.²⁸² Wang also commented on the relationship between sports competitions and sport venues in China. The venues in China hardly made a profit by merely holding sports competitions. There were few professional sports leagues in China; thus, there was no large sponsor and commercial opportunity for the venues. Even though some sports events attracted a limited number of sponsors and commercial

²⁸⁰ Yue Wang, interviewed by Xiaowei Yu, August 16, 2011.

²⁸¹ Ibid.

²⁸² Bo Zhang, interviewed by Xiaowei Yu, August 16, 2011.

partners, the money would be earned by the organizers and relevant sports associations instead of the venues, they being only the site providers. Since NIS was not a tourism destination, there was no tourism revenue after the venue was closed to the public in 2009. As a result, the revenue from holding commercial events had become the only money the venue made since then. After the ownership transition, BPA held some art performances such as acrobat shows and concerts, which generated ticket sales revenue for the venue.²⁸³ Wang also pointed out that NIS did reduce the cost of daily maintenance and energy consumption because it was not a tourism destination. If the commercial events revenue could reach CNY 20 million (USD 3.1 million) per year, according to Wang, it would compensate the yearly operation cost, which did not include the depreciation of fixed assets of the venue.²⁸⁴

Because of the Olympic impact that could temporarily influence the venues' business opportunities in a positive way, during the first year after the Games, there were companies from various fields engaging Olympic venues to hold their business events, especially those in the Olympic Park. However, when the Olympic aura declined, the venues' attractions decreased. According to Wang, the three venues (the Water Cube, the Bird's Nest and NIS) in the Olympic Park have faced the same situation over the past two years. In addition, high rent was another factor that kept potential clients away from the venues. After the Olympic Games, the number of large scale sports venues significantly increased in the city, which intensified the competitions among the venues; thus, potential users had more choices to hold their events. Obviously, the high rent of the venues was a critical weakness when they were in such a competitive market. In particular, as the focus

²⁸³ Yue Wang, interviewed by Xiaowei Yu, August 16, 2011.

²⁸⁴ Ibid.

shifted to the next edition of the Olympic Games four years hence in London, inevitably decreasing the attraction of Olympic venues in Beijing, it would aggravate the marketing process.²⁸⁵

Putting aside these potential risks regarding NIS's future development, the dispute about the ownership had produced a reasonable solution that could satisfy both sides of the controversy. In terms of the reason the government revoked its decision and took back the venue, Xinxin Zhou had this to say. During the first three months after the Games, the operation of NIS was under the complete marketing control of Guo Ao Investment. According to Zhou, Guo Ao Investment signed its agreement with the government and fully funded NIS, which definitely gave the Company the right to operate the venue independently. The resulting record of the three-month experience proved that NIS was on the right track and would make profit keeping things as they were. Zhou contended that the duty of a general manager was to keep maximizing profit for the Company rather than to achieve a balance between commercial benefit and social benefit. However, officials in the government were more interested in the venue's public service functions and how much social benefits the venue could achieve. Therefore, when the government realized that Guo Ao Investment's priority was in creating a profit, it endeavored to change the situation.²⁸⁶ Actually, after the government proposed the ownership transition, Guo Ao Investment did host a series of events for some governmental departments based on the government's will to change the situation. They held a Beijing PSB Meeting with 16,000 attendees, a Beijing Traffic Police Annual Meeting, and some campaigns for the

²⁸⁵ Ibid.

²⁸⁶ Xinxin Zhou, interviewed by Xiaowei Yu, August 20, 2011.

“Whole People Fitness Movement.”²⁸⁷ Even though NIS was a large scale sport arena, its condition was not suitable for a large amount of local senior people and young children to do morning exercise. These Guo Ao initiatives were not enough to satisfy the government. During the last three years, the process of the ownership transition has never ceased. In the government’s mind, according to Zhou, NIS should not position itself as a facility concentrating on high-end, expensive events, with admission prices that those with regular salaries could not afford. Zhou felt this would be unfair because the Company had also tried its best to realize the public service function of the venue.²⁸⁸

In terms of the ownership transition, Ping Yang stated that NIS had not been opened regularly during the last three and a half years because the ownership transition had not yet been completed. The ownership decision the government made was not based on one specific sport venue but based on the strategy of the city’s culture development in the next fifteen years. The government attempted to integrate a series of culture and arts performance companies and organizations in the city and to put all of them under the control of the municipal government, thereby sufficiently utilizing its resources for the cultural development of the city.²⁸⁹ As for NIS, it was only one step of the entire strategy. The ownership of NIS was transferred to BPA, a new government-owned company linked to Beijing’s culture industry expansion. The new owner now owned a central gathering location for its various cultural events. Because NIS’s ultimate supervision belonged to the municipal government, which also supervised other cultural organizations in the city, the government might well prompt NIS to “book” cultural events from all over the city

²⁸⁷ The Whole People Fitness Movement was a movement developed in China advocating that everybody should exercise for their own health on a daily basis.

²⁸⁸ Xinxin Zhou, interviewed by Xiaowei Yu, August 20, 2011.

²⁸⁹ Ping Yang, interviewed by Xiaowei Yu, August 11, 2011.

and even other cities in China, thus conflicting with Guo Ao Investment's marketing strategy. The ideal condition that the government pictured was that NIS, as a perfect location, could stage the city's cultural events at any time the government wanted.²⁹⁰

Based on this explanation, it can be understood that Guo Ao Investment was sacrificed to the strategy of the city's culture industry expansion.

In addition, Zhihong Zhang shared his opinion with the researcher regarding NIS's ownership transition. The major reason for this was the conflict between the marketing strategy of Guo Ao Investment and the government's idea with respect to the Olympic venue's development after the Games. Guo Ao Investment contended that the marketing strategy of the venue should be formulated by the investor instead of the government. However, Guo Ao ignored the entire investment the government made for the Olympic Games, such as the infrastructure around NIS, the Olympic Park where NIS is located, and the public transportation system that connected NIS to the city. From this perspective, NIS was neither an isolated venue, nor an independent company carrying out its own marketing strategy without considering what the government considered.²⁹¹

Zhang also pointed out that the pressure on the government to finally make the decision to take over NIS's ownership was prompted by the fact that even though the facility was a non-tourism destination, NIS sold entrance admission tickets to visitors. This action, provoked criticism from the media, especially from foreign media, criticism that infringed on the image of the government and the Olympic movement in China. The issue of post-Games utilization of Olympic venues was one which the worldwide media belabored. Selling entrance admissions was considered to be a basic component of venue

²⁹⁰ Ibid.

²⁹¹ Zhihong Zhang, interviewed by Xiaowei Yu, August 24, 2011.

operation, which showed that Beijing's Olympic venue management was in a relatively low level.²⁹² Xinxin Zhou expressed a different point of view regarding ticket sales. According to Zhou, the entrance admission sale at NIS lasted only fifteen days and then Guo Ao Investment peremptorily closed the venue to visitors in order to prepare the facility for commercial events. Managers thought that visitors in the venue disturbed staffers' preparation for commercial events.²⁹³ In terms of "high-end" commercial events that Zhou mentioned, Zhang stated that it was not the major reason for the transition. No matter what kinds of events the Company organized, according to Zhang, it should be remembered that the venue was an Olympic legacy, a national symbolic venue, not a location for purely commercial activities.²⁹⁴

After ownership transition, NIS was no longer an independent venue with its own development strategy, but associated with other companies and organizations in the city's culture industry. When the government considered the venue's business, it prioritized the city's culture industry, which, according to Zhang, improved the government's working efficiency because certain conflicts would be solved inside BPA. However, Zhang also stated that the establishment of BPA was just the first step of the government's strategy for the city's culture industry expansion.²⁹⁵ Though the government has created a framework for the strategy, it has to keep exploring other potentially promising endeavors in order to achieve its goals of the city's culture development. Furthermore, with NIS's ownership transition, the Beijing Municipal Government now controls the three major Olympic venues in the Olympic Park, the Water Cube, the Bird's Nest and NIS. All three

²⁹² Ibid.

²⁹³ Xinxin Zhou, interviewed by Xiaowei Yu, August 20, 2011.

²⁹⁴ Zhihong Zhang, interviewed by Xiaowei Yu, August 24, 2011.

²⁹⁵ Ibid.

venues are directly or indirectly supervised by BSAM, which can be considered a typical condition of venue management in China in which the government has the highest priority and is the strongest power for operation and utilization of Olympic venues after the Games.

2-4-3. Olympic Forest Park: Tennis, Hockey and Archery Facilities

The Olympic Tennis Court, the Olympic Hockey Field, and the Olympic Archery Field, were built together within the Olympic Sport Park at the west side of the Olympic Forest Park that was located in the region of the Beijing Olympic Central Area. The hockey and archery fields were temporary Olympic venues that were supposed to be dismantled after the Games.²⁹⁶ Three and a half years after the Games, the hockey field is still operated for public use, gathering membership fees and facility rent.²⁹⁷ One of the two archery fields was dismantled in 2009, not because it was a temporary facility, but because the site had to be emptied and then re-occupied for the construction of a new tennis court. The other archery field has been closed completely since the Games concluded.²⁹⁸ The tennis court, a permanent Olympic venue, has been used for the China Open competitions since 2009.²⁹⁹ In addition, a new tennis stadium with a retractable roof, titled the National Tennis Center, was completed in 2011, replacing the Olympic

²⁹⁶ Beijing 2008 Project Construction Headquarters Office, *Beijing Olympic Venues and Related Facilities*, (2006), pp. 44-49; Official Website of BOCOG, "Olympic Venue Distribution," <http://en.beijing2008.cn/venues/> (accessed March 14, 2012).

²⁹⁷ Official Website of Beijing Qian Long News & Media Co., Ltd., "Olympic Forest Northern Area Sport Venues Opened," <http://beijing.qianlong.com/3825/2010/08/09/118@5967903.htm> (accessed March 14, 2012). The description was also based on the researcher's on-site observation.

²⁹⁸ Ibid.

²⁹⁹ Official Website of BOCOG, "Olympic Venue Distribution," <http://en.beijing2008.cn/venues/> (accessed March 14, 2012); Official Website of Beijing Youth, "Post-Games Utilization of Beijing's Olympic Venues: National Tennis Center," <http://sports.ynet.com/view.jsp?oid=61624742> (accessed March 14, 2012).

Tennis Court as the main stadium for the China Open events in the future.³⁰⁰ According to Jinxian Tian, the manager of the Olympic Forest Park, although the estimated use duration of temporary sports venues is usually five years, the venues in the Olympic Forest Park could be used for ten years, because of its high quality construction. Thus, the Chao Yang District Government decided to keep utilizing the two venues and their auxiliary function rooms as recreation facilities for the public. Tian also pointed out that dismantling the two venues would cost more than CNY 10 million (USD 1.54 million), while the renovation work cost approximately CNY 3 million (USD 0.46 million). Furthermore, by operating sport-related business in these facilities, according to Tian, the renovation cost would be recovered in three years.³⁰¹

In terms of the ownership of the three venues, ownership has been transferred twice since 2006. Before 2006 the owner/investor of the three venues was the Beijing 2008 Project Construction Headquarters Office, a governmental division that supervised and monitored Olympic construction projects in Beijing.³⁰² A bribery scandal changed the government's plan for these three venues. In June 2006, former vice-mayor of Beijing, Zhihua Liu, who was in charge of the construction of the Olympic venues at the time, was ousted for alleged corruption and a notorious life style.³⁰³ Liu was sacked in June

³⁰⁰ Official Website of Beijing Youth, "Post-Games Utilization of Beijing's Olympic Venues: National Tennis Center," <http://sports.ynet.com/view.jsp?oid=61624742> (accessed March 14, 2012); Official Website of Shang Hai Qidian Sport & Culture Co., Ltd., "CNY 70 Million Maintenance Cost Burdened Bird's Nest, The Government Took Over the Ownership," <http://www.ckide.com/shownews.jsp?id=122> (accessed March 14, 2012);.

³⁰¹ Official Website of Shang Hai Qidian Sport & Culture Co., Ltd., "CNY 70 Million Maintenance Cost Burdened Bird's Nest, The Government Took Over the Ownership," <http://www.ckide.com/shownews.jsp?id=122> (accessed March 14, 2012).

³⁰² Official Website of Beijing Municipal Commission of Urban Planning, "Beijing 2006 Construction Projects: The Temporary Olympic Competition Venues in the Olympic Forest Park," http://www.bjpc.gov.cn/tzgl/zdjs/2006_zdgc/zdqqxm/aycg_2006/200607/t124920.htm (accessed March 15, 2012).

³⁰³ Official Website of People's Daily, "Zhihua Liu, Beijing Vice-Mayor Dismissed for Degenerated Life Style," <http://politics.people.com.cn/GB/41223/4460199.html> (accessed March 15, 2012).

2006 and expelled from the Communist Party of China in December.³⁰⁴ Liu used to be the leader of the Beijing 2008 Project Construction Headquarters Office, the decision maker regarding the contracts of the construction and the owner of the three venues. Based on the *Xin Hua News Agency's* report, before Liu's scandal was exposed, he had already appointed the rights of construction and operation of the three venues to a construction company that was owned by Jianrui Wang, one of his mistresses.³⁰⁵ After the scandal, in 2007, the Beijing Municipal Government withdrew the chartered construction and management rights and authorized BSAM to take over the ownership of the three venues.³⁰⁶

A former official of BOCOG told the researcher that the three venues were originally planned to be built as temporary facilities funded by the Beijing Municipal Government; thus, the temporary owner would be the Beijing 2008 Project Construction Headquarters Office until the facilities were dismantled after the Games. There seems to be no paper record that links Liu's scandal situation with the decision to change the three venues from temporary facilities to permanent installations. However, the BOCOG official stated that the government assumed ownership of the venues because of the scandal. As a result, after the scandal, the appointed construction contractor was fired; the government took over the projects, and BSAM became the new owner of the three venues. Meanwhile, the basic design of the structures was changed from temporary to

³⁰⁴ *China Daily*, "The Flock of Black Sheep," March 14, 2007, p. 8. The probe found Liu led a corrupt and pervert life, abused his power to grant contracts to favor his mistress, and earned huge amounts of money illegally.

³⁰⁵ Official Website of Xin Hua News Agency, "Beijing Vice-Mayor Liu under Arrest, Mistress Owned the Olympic Projects," http://news.xinhuanet.com/legal/2008-10/15/content_10195287.htm (accessed March 15, 2012).

³⁰⁶ Official Website of Beijing Municipal Commission of Urban Planning, "Beijing 2007 Construction Projects: The Olympic Competition Venues in the Olympic Forest Park," http://www.bjpc.gov.cn/tzgl/zdjs/2007_zdxdm/07zdxdm/07zd_ay/200706/t180329.htm (accessed March 15, 2012).

permanent. After this transition, BSAM, as the new owner, fully funded the three venues, supervised and monitored the construction work, and then operated and maintained the venues during the Olympic Games.³⁰⁷

After the Games, since the Olympic Sport Park was located geographically in the Chao Yang District, BSAM once again transferred the ownership of the three venues to the local authority, the Chao Yang District Government.³⁰⁸ Specifically, the Chao Yang government registered a company named the Beijing Shi Ao Forest Park Management Company to operate and manage the venues as well as the entire Forest Park. In addition, the government built another tennis stadium by investing CNY 540 million (USD 83.1 million); it was named the “National Tennis Center” or the “Diamond Tennis Court.”³⁰⁹ According to Changsheng Li, the deputy general manager of the Shi Ao Forest Park Management Company, the high maintenance cost of the Olympic Tennis Stadium put lots of pressure on the Company’s operation. The revenue from the courts’ rental could not offset its operation expense, while the strategy for future development was still unsettled by the government.³¹⁰ As to the new tennis stadium, aside from the huge amount of the monetary investment, the ongoing maintenance expense is an issue for the Company, because it is only used for the China Open competitions held once a year over a 10-day period. For the rest of the year it is closed.³¹¹ Although the practice courts beside the main court were opened to the public in 2010, given the fact that tennis was

³⁰⁷ The official released this information to the researcher asked not to disclose the identity in the study.

³⁰⁸ Frank Bi, interviewed by Xiaowei Yu, August 23, 2011.

³⁰⁹ Official Website of Shang Hai Qidian Sport & Culture Co., Ltd., “CNY 70 Million Maintenance Cost Burdened Bird’s Nest, The Government Took Over the Ownership,” <http://www.ckide.com/shownews.jsp?id=122> (accessed March 14, 2012).

³¹⁰ Official Website of Beijing Youth, “Post-Games Utilization of Beijing’s Olympic Venues: National Tennis Center,” <http://sports.yynet.com/view.jsp?oid=61624742> (accessed March 14, 2012).

³¹¹ Official Website of Shang Hai Qidian Sport & Culture Co., Ltd., “CNY 70 Million Maintenance Cost Burdened Bird’s Nest, The Government Took Over the Ownership,” <http://www.ckide.com/shownews.jsp?id=122> (accessed March 14, 2012).

not popular in China, the courts have been underused since then. Moreover, the complicated traffic conditions around Olympic Sport Park, and the relatively high rate for using the courts, limit potential users.³¹² The *Beijing Youth* reported that the practice courts were closed in the winter of 2010 due to severe weather conditions.³¹³ When the researcher visited the site in August 2011, the courts were closed; a lone security guard stood at the main entrance.

In terms of the hockey field, before the Olympic Games the field was chosen as the new training field for the Chinese national hockey team.³¹⁴ However, after the Games, the national team trained at the NOSC hockey field when they were in Beijing. The only elite hockey team which trained in the hockey field was the provincial hockey team of Guang Dong Province. They used the field as their training base for five months in 2009.³¹⁵ When the team finished training, the field was closed for renovations until August 2010.³¹⁶ Around the precinct of the hockey field, people could pay an hourly fee for playing soccer (CNY 30 (USD 4.6)), basketball (CNY 15 (USD 2.3)), and badminton (CNY 40 (USD 6.2)). In the future, sports such as yoga, ping pong, fencing and roller skating are on tap to be developed, using the auxiliary function rooms as well as

³¹² Official Website of Fa Zhi Evening News, "National Tennis Center Opened to the Public," <http://www.fawan.com/Article/sq/bb/2010/04/08/10420166777.html> (accessed March 15, 2012). The *Fa Zhi Evening News* was a local newspaper in Beijing. Due to there was no staff in the Shi Ao Forest Park Management Company accepted the interview request from the researcher, the mentioned facts and statement were based on the reports and coverage from local media or the national media in China; thus, further investigation regarding the tennis venues in the Olympic Forest Park is needed.

³¹³ Official Website of Beijing Youth, "Post-Games Utilization of Beijing's Olympic Venues: National Tennis Center," <http://sports.ynet.com/view.jsp?oid=61624742> (accessed March 14, 2012).

³¹⁴ Official Website of Olympic China, "Olympic Venues Overview: Hockey Field," <http://www.aoyunchina.com/html/aycg/111434321.shtml> (accessed March 15, 2012).

³¹⁵ Official Website of Beijing Municipal Bureau of Sports, "Chang Yang District Welcome Guang Dong Hockey Team, Improving Post-Games Utilization of the Olympic Venues," http://www.bjsports.gov.cn/share/NewsContent.jsp?catName=area_sports_info&colName=&docId=27687 (accessed March 15, 2012).

³¹⁶ Official Website of Chinese Landscape Construction Network, "Olympic Forest Sport Park Opened," <http://china-landscape.net/wz/22929.htm> (accessed March 15, 2012).

peripheral space around the field.³¹⁷

Frank Bi, the general manager of the China National Sports Venue Management Co., Ltd., shared his opinion regarding the operation and management condition of the Olympic Green venues. In general, managing a sport venue required specialized teams for each kind of operation duty in the venue. The duties were diverse; thus, the requirements for the teams were different. In sport venues in the Olympic Park, there was a lack of specialized management teams and supervisors. Low level management was not capable of operating such advanced Olympic venues. It could be said that all the venues in the Olympic Park needed to be improved in terms of post-Games management and operation. Otherwise, there would be no satisfactory future for Olympic legacies. As to the hockey field, it was a positive thing to see that the government decided to open the venue to the public. However, considering its advanced condition and high quality, it should have been opened to elite teams as a training base. The operation company assumed only the responsibility of daily operation and maintenance, while due to a lack of specialized management teams the Company was hardly able to strategically plan the venues' future development and maximize their post-Games utilization.³¹⁸

Bi also stated that venue management was a general issue throughout the country. According to Bi, about 97% of the sport venues in China were funded and owned by various government structures. Advanced management mechanisms based on a free market principle could not be introduced into government-owned facilities because such mechanisms and operation modes conflicted with government administration and

³¹⁷ Official Website of Chinese Landscape Construction Network, "Olympic Forest Sport Park Opened," <http://china-landscape.net/wz/22929.htm> (accessed March 15, 2012); and Official Website of Shang Hai Qidian Sport & Culture Co., Ltd., "CNY 70 Million Maintenance Cost Burdened Bird's Nest, The Government Took Over the Ownership," <http://www.ckide.com/shownews.jsp?id=122> (accessed March 14, 2012).

³¹⁸ Frank Bi, interviewed by Xiaowei Yu, August 23, 2011.

operation system. Therefore, without in-depth reform in government, it would be impossible for Olympic venues in Beijing to improve management conditions in the future.³¹⁹

3. General Administration of Sport China (GASC)-Owned Venues

There were seven Olympic sport venues in Beijing owned by the General Administration of Sport China (GASC): the Lao Shan Velodrome, the Beijing Shooting Range Hall and Clay Target Field (both venues were built together), the Capital Indoor Stadium, and three venues in the National Olympic Sport Center (NOSC): the NOSC Stadium, the NOSC Gymnasium and the Ying Tung Natatorium. After the Olympic Games, due to their unique features and functions, the Velodrome (newly-built), the clay target field (pre-existing), and the shooting range hall (newly-built), were used only by Chinese national teams. Post-Games utilization for the other four venues (pre-existing) aimed at public recreation and to serve local communities in the same manner they did before the Games.

3-1. Lao Shan Velodrome

The Lao Shan Velodrome, associated with the Olympic BMX Course and the Olympic Mountain Bike Course, were located on the west side of the city. Unlike the BMX Course and the Mountain Bike Course supervised by the local district government, the Velodrome, a newly-built venue, was supervised by GASC, which was in charge of Chinese national sport and responsible for China's Olympic Gold Medal Strategy.³²⁰ As

³¹⁹ Ibid.

³²⁰ The Olympic Gold Medal Strategy in China, a top priority of Chinese national sport, generally means

the owner of the venue, GASC used the main track as a training site for elite athletes. The facility's hallways, function rooms, and corridors around the track served the public as sports and recreation space.

Junyan Wang, the director of the general office of the Cycling and Fencing Administrative Center under GASC, provided the researcher with information on the Velodrome.³²¹ GASC's Cycling Administration Center and the Chinese Cycling Association had been located at Lao Shan since the 1980s. There had been no high standard indoor cycling track in the Center before the Olympic Games. In terms of the location selection, the Center submitted several proposals to GASC as well as UCI for evaluating. Finally, after considering the proximity to both the pre-existing mountain bike course and the Center and its geographical environment, the unanimous decision was made that the new velodrome would be built at the foot of Mount Lao Shan. GASC's total investment in the Velodrome was approximately CNY 100 million (USD 15.4 million), which was appropriated from the national treasury. The Center supervised the construction project, while BOCOG provided the project with relevant technical support. The construction consisted of two phases, the basic structure and the cycling track itself. For the second part, there was no qualified company in China that could complete the project based on the criteria established by UCI and the IOC. A German company was hired to finish the job with special technology aiding athletes to achieve better performances. Moreover, GASC also hoped that the track would provide the national

that the goal of Chinese national sport is to win Olympic gold medals (and gold medals at other international sports competitions). Thus, all national sport-related policies, regulations, and relevant activities should serve this ultimate goal.

³²¹ Wang was the collaborator between BOCOG and the Lao Shan Cycling Center during the preparation and staging periods of the Olympic Games.

teams with optimum training conditions after the Games.³²²

In terms of post-Games use, the Velodrome was mainly used as a training base for national cycling and fencing teams. The athletes trained on the main track (for cyclists) and the fencing courses established along the hallways. There were standardized apartments reserved for the Games. These were renovated as athletes' residences after the Games. GASC paid for the entire renovation project. As a result, the original athletes' residence building beside the venue was transformed into a commercial hotel, thereby generating revenue for the Center. Utilizing function rooms around the venue, the Center opened a fencing club targeting young children, which was another way to help the Center offset maintenance costs. Then, too, since 1984, the Center operated a driving school utilizing the road around Mount Lao Shan. For more than two decades the driving school was a constant revenue generator.³²³

Moreover, during the last three and a half years the Center organized international and national track cycling competitions by which the Center sought to attract event sponsors for a rental price tag in the vicinity of CNY 200,000 (USD 30,800). The Center had its own marketing department dealing with sponsors. Event sponsors usually included bicycle manufacturers, sport apparel companies, and companies in the food industry. Though certain sponsors were eager to sponsor events, for the most part, marketing people at the Center had to energetically pursue clients. In terms of its competition events, on most occasions the Center did not sell tickets to spectators. First, cycling was not as popular as soccer and basketball in China. Even though the Center

³²² Junyan Wang, interviewed by Xiaowei Yu, August 19, 2011.

³²³ Official Website of Beijing Driving School Inquiry System, "Introduction of Beijing Lao Shan Mountain Motor Vehicle Driving School," <http://www.jxedt.com/company/126.html> (accessed March 16, 2012).

attempted to sell tickets, their effort largely failed. Second, if the Center sold tickets, the money earned would be less than that which the Center had to pay for the security requirement of PSB. In addition, there were complicated procedures regarding the application for spectator events.³²⁴

In terms of operation expense of the venue, GASC had secured special government funding for the venue every year, which covered most of the costs incurred in the Velodrome. Generating revenue in the venue was not a priority of the Center, because it did not need its own revenue to offset the cost. In terms of this, all GASC-owned Olympic venues were in the same category. It was not necessary for the Center to explore business opportunities. The major task of the Center was to serve the national teams and attempt to secure Olympic gold medals.³²⁵

The Center once held commercial events such as exhibition fairs, but realized that such events did not “fit” in the Velodrome. The Center also considered, but eventually discontinued, pop concerts in the venue, because the condition of the venue had to be considerably changed to fit a commercial concert. In addition, in 2009, the Center approved a pipeline manufacturer, the Ao Po Pipeline Co., Ltd., in Zhe Jiang Province, to become the Velodrome’s official product provider. This allowed the Company to use the name and picture of the Velodrome in its commercial advertisements.³²⁶ The Center also considered changing the title of the venue to the “National Velodrome.” The proposal was submitted and is still waiting for approval by GASC.³²⁷

³²⁴ Junyan Wang, interviewed by Xiaowei Yu, August 19, 2011.

³²⁵ Ibid

³²⁶ Official Website of Ao Po Pipeline Co., Ltd., “Introduction of the Company,” <http://www.zjaopin.cn/about.asp> (accessed March 16, 2012). The web link followed showed the Company’s advertisement in which the Velodrome and its endorser were shown, <http://www.gyw.me/zsTemplate/aopin/index.htm>. (accessed March 16, 2012).

³²⁷ Junyan Wang, interviewed by Xiaowei Yu, August 19, 2011.

In terms of future development of the Velodrome, Wang stated that the venue was not suitable for initiating mass sports on the main track, while outside the venue there was enough space for public recreation and mass sport. At the north end of the Center, there is an empty area reserved for future commercial exploitation. According to Wang, the Center planned to add some sports for recreation purposes such as roller skating, skate boarding, and BMX. A team in the Center has already initiated some preparation work for this business plan. The target group of this plan would be those young persons who are enthusiasts of extreme sports, especially those cycling-related. Wang stated that the Center developed its business plan based on its tradition, that is, it would take advantage of the core strength of the Center, cycling. New business would try to attract cycling enthusiasts throughout the city. The Center would provide them with the space, equipment, instruction (personal trainers), and any necessary services they would need. Also based on this principle, the Center would provide bicycle manufacturers throughout the country with a testing, demonstration, and sales facility. By doing this, the Center would become a venue for manufacturers and distributors to operate their own business stores, showcase products, communicate with potential clients and business partners, stage commercial events, and sponsor competitions held in the Velodrome. This would be a long-term goal for the Velodrome. According to Wang, the current condition of the venue does not fit this plan and there would have to be numerous facility renovations and changes in management strategy to achieve the goal. Once again, the plan has to be approved by GASC before being actually initiated.³²⁸

Speaking of weakness incumbent with the venue's development, Wang pointed out that cycling, because it was not as popular as soccer, basketball, table tennis, and

³²⁸ Ibid.

badminton, led to a relatively small population base of potential users. This is especially so for sports such as BMX and extreme cycling. Under this situation, the Center planned to organize sports performance shows by elite athletes in order to introduce cycling to the public and attract those who might be interested.³²⁹

3-2. Beijing Shooting Range Hall and Clay Target Field

The Beijing Shooting Range Hall and Clay Target Field were situated together in the West Community Area of the Shi Jing Shan District. The Shooting and Archery Administrative Center under GASC, as well as the Chinese Shooting Association and Archery Association have been located here since the 1950s.³³⁰ The Shooting Range Hall was a newly-built venue for the Beijing Olympics, while the Clay Target Field was a pre-existing venue in the Center and was re-constructed for the Games. GASC fully financed and supervised the design and construction of both venues and owned them after the Games. As originally planned, the only occupants of the two venues were the Chinese national shooting teams. The Center was not opened to the public, except for a badminton gymnasium and a shooting club behind the Shooting Range Hall. The people playing badminton or going to the club in the Center had to register with their personal ID card at the entrance; otherwise they were not allowed to enter.³³¹ In addition to the Lao Shan Velodrome, the Shooting Range Hall and Clay Target Field were the other two Olympic venues under the leadership of GASC whose sole use was a training base for national teams.

³²⁹ Ibid.

³³⁰ Shaoying Liu, "Long He's Sport Thoughts and the Development of Mass Sports," *People's Tribune*, no. 37 (2011), http://paper.people.com.cn/rmlt/html/2011-12/11/content_991242.htm?div=-1 (accessed March 17, 2012).

³³¹ The description was based on the researcher's on-site observation

Yuping Ding, the deputy director of the business development department in the Shooting and Archery Administrative Center under GASC, provided the researcher with relevant information on the venues. Since GASC, as the owner, invested a total of CNY 400 million (USD 61.54 million) for the venues, the purpose of the venues was quite clear: to provide national shooting teams with world-class training conditions and services after the Games. Thus, post-Games utilization considered during the design stage focused on the facility becoming a national team's training base. There was no multifunctional design considered. A shooting venue's layout is unique in order to meet special competition requirements. But, this limits its general use function, unlike most regular gymnasium plans for post-Games use. The demands for Olympic competitions and for team training on a regular basis were altogether different. Anticipating the large amount of spectators during the Games, a long and spacious grandstand area was built behind the shooting lanes, an unnecessary feature for regular training use. Behind the spectator stands, a large and spacious area was built that was specifically for spectators during the Games. Both large areas remained empty after the Games. Their use for non-training purposes dictated reconstruction and renovation. For instance, considering safety issues, they had to be separated from the shooting lanes. The fact was that there was no special fund from GASC for reconstructing the venue. Separating spectators from athletes with weapons was difficult for the Center to realize. There were design issues related to mixing spectator routes with those of the athletes. If the Center was to hold non-sport events utilizing the function area in the venue, it would have to change the layout of the venue to separate the shooting region from the functional region. The work was too complicated to be completed. As a result, for the last three and a half years, the

venue's only purpose has been for national team training.³³²

Since the priority of GASC's sport venues was always to serve national teams and to secure Olympic gold medals, there was no alternative post-Games utilization plan for these two venues. However, the new Shooting Range Hall indirectly helped the Center to develop new business utilizing old training venues in the Center. Using a new venue for athlete training vacated old training facilities. Hence, the gymnasium was reconstructed and appointed for new business purposes. The Center established a commercial hotel in the old building in an effort to organize conferences and business meetings. In addition, a badminton gym had been opened to the public since 2008. However, safety issues were still the Center's concern because of its compromising features. Due to the layout of the buildings in the Center, it could not separate the training area and ammunition storage from the area which the public used for recreation or conferences.³³³

In terms of the Center's financial condition, GASC financially supported the Center. At the end of each year, the Center reported its operation cost for the year and submitted an estimated budget to GASC for the next year. Based on the report, GASC funded the Center's operation costs. Therefore, the Center paid little attention to the costs incurred in the venues. The operation funds usually covered all the expenses such as energy, regular maintenance, human resources, and security costs. Basically, GASC fully paid for the new building and, as well, continued funding maintenance and operation of the venues in order to serve national teams. Only one priority existed - securing Olympic gold medals for the country.³³⁴

In addition to the training base, the Center also organized international and

³³² Yuping Ding, interviewed by Xiaowei Yu, August 19, 2011.

³³³ Ibid.

³³⁴ Ibid.

national shooting competitions in the venue. By holding the competition events, the Center could earn revenue for its own use. Operation costs for holding the events was not a consideration. They were covered by the operation funds from GASC. The Center also attempted to find sponsors for the events; the money from the sponsors could be retained by the Center instead of transferring it to GASC. The Shooting Range Hall included two areas - the qualification hall and the final hall. The national teams usually trained in the qualification hall, while the final hall was only opened for large-scale international competition events. Similar to the reasons attached to the Velodrome, such as strict PSB (Public Security Bureau) regulations and being an unpopular spectator sport in China, the competitions held in the Center were not open to the public. In addition, because weapons were involved in the competitions, a highly sensitive issue in the city, PSB would censor the application and set ultra-high security levels for the events. As a result, after the Games, there were no spectators at the competitions in the venue. There is no plan to change this in the future. Moreover, there was also a shooting club in the Center that was opened to the public in the 1980s. The club was owned by the Center and operated by staffers. The club had no marketing promotions or commercial advertisements, due mainly to its weapons-involved sensitivity.³³⁵ Thus, the Center did not set revenue goals for the club. Obviously, the club was not operated with market mechanisms in mind. Furthermore, the Center at one time opened its swimming pool to the public. Though the pool was popular with the local people, the recreational swimmers had to cross the pathway of the athletes to reach the pool. The athletes always carried guns and bullets with them; the safety issue once again produced problematics. Besides, whenever the Center organized competitions events, the pool had to be closed for at least two weeks, a

³³⁵ Ibid.

situation prompting complaints from those with memberships. Finally, the Center was forced to close the pool in 2009.³³⁶

In terms of future development, Ding stated that any possible changes to the Center would depend heavily on GASC's analysis of the future. As a training base for national teams, the Center's operation was fully supported and authorized by GASC. Thus, as long as GASC does not change its priority for Chinese national sport, the Center will not change its own operation direction and management mode. Securing status as national team training site will be the top priority for the Center under the "Whole Country System," the major system and strategy for Chinese national sport.³³⁷ According to Ding, despite the underused condition of the two Olympic venues, the positive thing has been that the Center exploited the old facilities to generate revenue, from which the Center could earn approximately CNY 5 million (USD 0.77 million) per year. Plus, certain enterprises such as Nike and Lining sponsored the national shooting teams; this sponsorship revenue reverted to the Center. However, Ding pointed out that potential sponsors were very difficult to find because a sport like shooting was so unpopular in China, causing its exposure frequency in the media to be quite low. This kept sponsorship enterprises away from the Center.³³⁸

As to GASC and the Center itself, expectations for reforming have appeared. A high standard of performance for the Chinese athletes was set during the 2008 Beijing Games. For the 2012 London Games, it was predicted that Chinese athletic performance could not exceed what was achieved in 2008. Given such a situation, many contended

³³⁶ Ibid.

³³⁷ The Whole Country System is the system applied for Chinese national sport by which all the sport resources (including financial support, human resources, policy, sport facilities, and athletes training and delivery system, etc.) throughout the whole country must serve the national teams in order that these national teams can win Olympic gold medals as well as other international championships for the country.

³³⁸ Yuping Ding, interviewed by Xiaowei Yu, August 19, 2011.

that GASC should change its administrative and operation system in order to transfer its emphasis from national sport and Olympic gold medals to mass sport and school sport. Correspondingly, the role of Chinese national sport should be changed from a political meaning to a national strategy for improving citizen health conditions. However, no action about reform has as yet been initiated. After all, reform probably depends on changes in wider Chinese social environment and political circumstances, instead of merely within GASC itself.

3-3. Capital Indoor Stadium (CIS)

The Capital Indoor Stadium (CIS) held the volleyball tournament during the Beijing 2008 Olympic Games. It is located within the University Area. It was the only Olympic venue in the University Area not built on a campus. Owned by GASC, CIS was built in 1968 and specifically renovated in 2007 for the Olympics.³³⁹ CIS was supervised by the China Winter Sports Administrative Center under GASC. Within the same location precinct, the Center also administered other facilities, including a skating oval, a multifunction training gym, and the CIS Hotel. As GASC's winter sports center, the Capital Skating Oval was the major site for national team training, while CIS and the multifunction training gym were backup venues for the teams. Both facilities could be transformed into ice rinks whenever needed.³⁴⁰ After the Games, CIS was restored to its original function as an assembly place for commercial events, job fairs, a clothing market,

³³⁹ Official Website of BOCOG, "Capital Indoor Stadium," <http://en.beijing2008.cn/venues/cas/index.shtml> (accessed March 18, 2012); Official Website of the China Winter Sports Administrative Center, "Introduction of Capital Indoor Stadium," <http://www.winter-sports.cn/home/backup/2005-07-07/46897.html> (accessed March 18, 2012).

³⁴⁰ Internal Circulated Documents of the China Winter Sports Administrative Center, "The Solution about Opening to the Public after the Olympic Games," pp. 2-4; Haixia Wang, interviewed by Xiaowei Yu, August 15, 2011.

and sports competitions.³⁴¹ GASC invested CNY 150 million (USD 23.1 million) (public money directly from the national treasury) to upgrade CIS without significant structure change.³⁴² The venue was a relatively old sport facility which needed significant upgrading in electronic systems, telecommunication systems, ventilating systems, and fire alarm systems. Thus, the Olympic Games were an opportunity for the venue to update itself and keep functioning well into the future.³⁴³

Haixia Wang, the director of the business management department in the China Winter Sports Administrative Center under GASC, briefly described the condition of CIS after the Games. The Center's first task was to secure national team training, a top priority for GASC. Even though CIS was not a major training site for athletes, CIS had to follow the GASC's development plan based on its main priority. In addition to its training purpose, as a multifunction sport facility CIS had 17,127 seats (reduced from 18,000 seats prior to upgrading), which dictated that the venue be mainly used for large scale events, such as pop concerts and other cultural extravaganzas. Besides, through the corridors surrounding the main hall, the space was suitable to hold clothing markets and job fairs (see the pictures in Appendix O).³⁴⁴

The upgrading work for the Olympic Games also considered the facility's post-Games commercial business. For instance, sixteen luxury boxes were built above the spectator stands. In 2010, CIS's commercial culture business consumed one third of the total commercial culture events market in the city. CIS owned a long tradition for culture

³⁴¹ Haixia Wang, interviewed by Xiaowei Yu, August 15, 2011.

³⁴² Internal Circulated Documents of the China Winter Sports Administrative Center, "SWOT Analysis of CIS and Evaluation Report on Service Quality," p. 1; Haixia Wang, interviewed by Xiaowei Yu, August 15, 2011.

³⁴³ Internal Circulated Documents of the China Winter Sports Administrative Center, "SWOT Analysis of CIS and Evaluation Report on Service Quality," p. 1

³⁴⁴ Haixia Wang, interviewed by Xiaowei Yu, August 15, 2011. The description was also based on the researcher's on-site observation.

shows in Beijing. Its chief competitors were the Workers' Gymnasium and the MasterCard Center.³⁴⁵ Therefore, one of the major tasks for CIS was to market promotions in order to compete with the competitors in the city. The strength of CIS was its long tradition and reputation in the market that secured certain old clients who had loyalty to CIS and constantly brought new business to the venue. Besides, CIS's rent for commercial events started at CNY 300,000 (USD 46,154), which was relatively low compared to its competitors in Beijing. In addition, the Center was a governmental organization. Governmental clients were more easily dealt with compared to those venues under private ownerships, such as MCC. Plus, with its long history in the market, the Center embraced professional staffers for organizing commercial events. Their experience was a strength for CIS. However, weaknesses were also apparent. First, physical space around the venue was quite limited, which led to a parking problem for spectators. Although public transportation was located rather close to the venue, private vehicles had been expanding rapidly in Beijing and more and more people started driving their own vehicles to the events. This problem had to be considered by event organizers. In contrast, certain new venues, such as MCC, offered quite large parking space for spectators. It is a serious issue that the Center continues to face. Second, new venues consistently used advanced hardware such as technical equipment and audio-video systems. The CIS condition in this regard was an obvious weakness. Finally, Wang stated that the financial operation of CIS was funded by GASC. This meant that the Center did not need to be concerned by CIS's costs for holding commercial events. However, if GASC reforms its sport venue administrative mode in the future, the financial support

³⁴⁵ The MasterCard Center in Wu Ke Song was used to be the Olympic Basketball Gymnasium during the 2008 Olympic Games.

will be limited and venues like CIS will have to face the market independently. If such a situation arises, then CIS's business in the commercial events market will be a totally different story. This is a potential concern for the venue's future development.³⁴⁶

In terms of GASC's support, because the Center was responsible for the Olympic Gold Medal Strategy, GASC provided the Center with special support funds, called "energy funds." According to Wang, this was approximately CNY 10 million (USD 1.54 million) per year. It basically covered all the expenses for the Center.³⁴⁷ However, according to an internally-circulated evaluation report on the Center's operation and management, the financial condition of the Center was somewhat different than what Wang stated. Based on the report, the Center had to transfer around CNY 3 million (USD 0.46 million) to GASC for utilizing the three sport venues as well as other facilities within the Center; plus, the employee salary cost was around CNY 2.4 million (USD 0.37 million) per year and the energy cost around CNY 3 million (USD 0.46 million) per year. In total, the yearly expense for the Center was around CNY 8.4 million (USD 1.3 million), while the yearly revenue accrued fluctuated between CNY 6 and 15 million (USD 0.92 and 2.31 million), based on the Center's financial sheet.³⁴⁸ The report was completed in 2005; the researcher interviewed Wang in 2011. Thus, the time difference and relevant policy change could be the reason for the different statements between Wang and the report. Wang also stated that after the Olympic Games, the operation expense and other costs incurred in the Center significantly increased, which led to the Center feeling

³⁴⁶ Haixia Wang, interviewed by Xiaowei Yu, August 15, 2011.

³⁴⁷ Ibid

³⁴⁸ Internal Circulated Documents of the China Winter Sports Administrative Center, "SWOT Analysis of CIS and Evaluation Report on Service Quality," p. 4.

pressure in terms of the management and operation of the three sport facilities.³⁴⁹ As a non-profit organization, the Center was under the leadership of GASC with a balanced allocation. This meant that GASC only partially funded the venue. CIS needed to earn money for the venue's operation. No matter which statement was correct or what number was "more genuine" than the other, the fact can be seen that GASC basically took care of the Center's operational expense because the Center carried the tasks of winning Olympic gold medals. This was always considered the priority of Chinese national sport. As to the other business the Center operated, it was not critical. If it could make revenue, then it could partially offset its expense; but if it could not, the Center would still fully function under the support from GASC.

GASC would not blame the Center because it did not make money from its commercial events business, but blame could be levied if the Center did not carry out its prime mission - securing Olympic gold medals. Every year GASC funded the Center, as well as the national teams training in the Center. As a return, the Center had to guarantee the medals. According to Wang, the supervisor of the Center must sign a contract with GASC regarding the number of Olympic medals guaranteed. Currently, a contract has been signed in terms of the Sochi Olympic Winter Games, which included the number of gold, silver and bronze medals the national teams would (instead of could) win.³⁵⁰ If the teams did not achieve what they promised, the supervisor of the Center would probably be removed from his/her position, which in GASC, was usually considered a serious punishment for a supervisor. Therefore, the supervisor of the Center took the contract and the task very seriously. There was a clear priority of task. According to Wang, in the

³⁴⁹ Haixia Wang, interviewed by Xiaowei Yu, August 15, 2011.

³⁵⁰ Ibid.

Center, nothing could disturb a national team's training plan; all schedules for facilities followed the plan, which was a principle of the Center. In terms of this factor, CIS's counterparts, the Velodrome and the shooting center, functioned identically.³⁵¹

In terms of future development, Wang admitted that as long as GASC would not reform its administrative mode, the Center would not change.³⁵² The Center does not control its destiny in decision making, which meant that everything about the Center absolutely depended on its owner. It is a two-edged sword for the future of the Center. In serving the Olympic Gold Medal Strategy, any business plans for CIS have to be compromised to national teams training plans; meanwhile, GASC's financial support ensures that the condition of the Center remains comfortable. Intensified marketing competition and struggling to survive in the market are not concerns for the Center. A venue like CIS will never become a "white elephant" as long as the Olympic Gold Medal Strategy exists in China and remains as the top priority of Chinese national sport. But, what if it is changed some day in the future? Wang expressed concern about a possible policy change. If it does change, there will be no financial support from GASC. If the Center is no longer responsible for the national teams, it will need considerable structural adjustments.³⁵³ If that happens, it will be a big transition, not only for organizations like the Center, but also for national teams.

3-4. National Olympic Sport Center (NOSC)

Together with the Olympic Park, the Olympic Forest Park, and the Olympic Village in the Olympic Central Area of Beijing, the National Olympic Sport Center

³⁵¹ Ibid.

³⁵² Ibid.

³⁵³ Ibid.

(NOSC) became a significant venue complex. It is located at the south end of the Area. Unlike the other Olympic venues in the Area that were owned and supervised by municipal or district governments, NOSC had been owned and supervised by GASC since its establishment in the 1980s. As one of the main competition sites built for the 1990 Beijing Asian Games, NOSC consisted of seven sports facilities: the NOSC stadium, the NOSC gymnasium, the Ying Tung natatorium, the hockey field, the tennis courts, and two multifunction training arenas, of which the first three listed above were used as Olympic competition venues during the 2008 Beijing Games. For upgrading these three sport facilities to meet the Olympic demands, renovating the auxiliary facilities adjacent, and beautifying the perimeter environment, CNY 1.3 billion (USD 0.2 billion) from the national treasury was invested.³⁵⁴ During the Games, three events of the modern pentathlon (event jumping, cross-country running and swimming), handball, and water polo competition events were held in NOSC.³⁵⁵

NOSC is one of the largest training bases in Beijing for Chinese national teams. Eleven national teams have been training in NOSC for judo, wrestling, boxing, hockey, soccer, tennis, softball, race walking and handball.³⁵⁶ Ensuring national teams training as a precondition and priority, NOSC also opens its sport facilities to the public with fees applied. Currently NOSC has been operating sports clubs for swimming, taekwondo,

³⁵⁴ Official Website of NOSC, "Introduction of NOSC," http://www.nosc.net.cn/portal/zxzw/zxjs/A090101index_1.htm (accessed March 19, 2012).

³⁵⁵ Ibid.

³⁵⁶ Official Website of NOSC, "Introduction of NOSC," http://www.nosc.net.cn/portal/zxzw/zxjs/A090101index_1.htm (accessed March 19, 2012); "Women's National Soccer Team Accommodating into the Center," <http://www.nosc.net.cn/portal/zxzw/xxfb/webinfo/2012/02/1329726698911580.htm> (accessed March 19, 2012); "National Race walking Team Accommodating into the Center," <http://www.nosc.net.cn/portal/xxjs/jsjl/webinfo/2009/06/1245825741623174.htm> (accessed March 19, 2012).

fitness, and badminton.³⁵⁷ Basically, NOSC's sport facilities were restored to their respective original functions after the Games.³⁵⁸ The three Olympic venues in NOSC have not been used by any national teams since 2008, but served the public or have been utilized for assembly events. The manager or supervisor of each venue provided the researcher with information about the venues.

3-4-1. NOSC Stadium

Weiguo Zhao, the supervisor of the NOSC Stadium and the general manager of the Beijing Olympic Economy and Technology Corp, shared venue information with the researcher. The Stadium was originally completed in April 1990 as the main competition stadium for the Beijing Asian Games.³⁵⁹ Originally, there were 18,000 seats in the Stadium, while the number increased to 36,000 after upgrading in 2007 for the Olympic Games.³⁶⁰ As an auxiliary facility, a warm-up track was also built adjacent to the Stadium at the time; it was transformed to a golf practice field after the Asian Games. Also, the function rooms under the spectator stands such as the anti-doping center, the VIP rooms, officials and referees' preparation rooms, have been leased out for commercial purpose since the 1990s. The Stadium became one of the training bases in Beijing for the national track and field team. Since a GASC training base was NOSC's main task during the 1990s, the Stadium had to be ready for the national teams whenever they appeared. When they vacated, the Stadium could be rented to schools and companies nearby that did not

³⁵⁷ Official Website of NOSC, "Introduction of NOSC," http://www.nosc.net.cn/portal/zxzw/zxjs/A090101index_1.htm (accessed March 19, 2012).

³⁵⁸ Shiwei Shao, interviewed by Xiaowei Yu, August 5, 2011.

³⁵⁹ Weiguo Zhao, interviewed by Xiaowei Yu, August 26, 2011.

³⁶⁰ Official Website of BOCOG, "Olympic Sports Center Stadium Ready for Modern Pentathlon Competition," <http://en.beijing2008.cn/cptvenues/venues/oss/headlines/n214154062.shtml> (accessed March 19, 2012).

have their own facility for holding sports meetings or other kinds of assembly events. Furthermore, the Stadium also organized international and national track and field competitions such as the University Games, the Chinese City Games, the National Games and the Far East South Pacific Games for Disabled (FESPIC Games).³⁶¹ The Stadium had even become the home field for a Chinese professional soccer team since 2002; but two years later the team left because of its bad performance and a record of few loyal fans in the city.³⁶² All the activities in the Center ceased in 2006 to make way for the NOSC's Olympic upgrading projects. The projects included upgrading and reconstructing the old sport facilities and a newly-built athletes' accommodation center for future national teams, consisting of a hotel, catering halls, fitness centers, and an anti-doping testing center. All the money invested in the projects came from the national treasury and GASC.³⁶³

In terms of NOSC's current financial condition and support from GASC, Zhao stated that NOSC was an organization with a balanced allocation from GASC. This meant that GASC only provided NOSC with partial financial aid for its daily operation. All the facilities in NOSC followed this rule. Under this condition, the sport venues in the Center such as the Stadium, the Natatorium, and the Gymnasium had to develop their own business generating revenue to secure their regular operation. With the opportunity for Olympic upgrading, the Stadium had more physical space under the spectator stands that could be exploited for commercial leasing. Those rooms for-lease had nothing to do with national teams training in the Stadium, which meant that the leasing business could not be influenced by the training schedules of the Stadium. In terms of the operation cost

³⁶¹ Weiguo Zhao, interviewed by Xiaowei Yu, August 26, 2011.

³⁶² Official Website of Xin Hua News Agency, "Two A League Teams in Beijing, Liao Ning Team Coming into NOSC Stadium," http://news.xinhuanet.com/nsports/2002-01/25/content_253369.htm (accessed March 20, 2012).

³⁶³ Weiguo Zhao, interviewed by Xiaowei Yu, August 26, 2011.

and the depreciation of fixed assets of the Stadium, Zhao stated that budget management was applied instead of target management or indicator management. At the end of each year, the Stadium needed to submit a budget plan for its estimated revenue and operation cost for the subsequent year. Based on the plan, GASC would fund the revenue and expense budget for the next year in the Stadium. For the revenue part, the Stadium would try its best to meet its target. For the expense part, it would have to keep its operation costs beneath budget. Due to the financial crisis occurring at the end of 2008, and the unstable Consumer Price Index (CPI) since then, the Stadium faced difficulties in attempting to stay on budget. In general, though, the Stadium has met its budget goals over the last three and a half years.³⁶⁴

To operate the Stadium more easily and make it more accessible to the market, NOSC registered a company, the Beijing Olympic Economy and Technology Corp, of which Zhao was the general manager. The Company managed the Stadium, especially the business operation linked to the commercial market. The Company, fully supervised by NOSC, attended to consultancy, venue construction, and management matters. In addition, an important function of the Company was to operate the Stadium more like a corporation rather than a governmental department under the bureaucratic supervision of GASC. Experts associated with the Stadium could deliver their two-decade experience on venue management to other venues. This was one of the value-added businesses of the Company. In addition, the Company organized commercial events in the Stadium, leased commercial space under the spectator stands, and rented the main field to organizations, companies, or institutions for their events. However, there were conflicts between the Company and NOSC regarding certain marketing activities, because both sides

³⁶⁴ Ibid.

considered them differently in terms of philosophy. After all, the Stadium was titled with the term “national,” which would always be an issue regarding image. Then, too, the Company was owned by NOSC. Compromises were always made in favor of NOSC. As a result, the bottom line was that the Company could only carry out what NOSC allowed. Despite the conflicts, according to Zhao, NOSC and GASC attempted to reform the administration mode and operation mechanism of its systems, which, perhaps imperfect for the present, was still a significant step in reform.³⁶⁵

Speaking of the impact of the Olympic Games on the Stadium, Zhao stated that in addition to the visible upgrades around the Stadium, intangible influences should not be ignored. The most valuable attributes the Olympic Games left to the Stadium, according to Zhao, were the management experiences the employees obtained through the Games, the regulations and the standardized management methods they learned from on-site Olympic venue experts, and advanced concepts regarding sport facility operation. Those were invaluable Olympic legacies for the Stadium as well as NOSC. Employee qualifications for positions in the venue improved significantly after the Games, translating into higher quality client service, venue maintenance, and project management. This further translated into more business opportunities for the Stadium. However, in terms of the direct Olympic impact on the venue’s business, Zhao admitted that it was slight. Potential clients would not engage the Stadium to hold their sports meetings or commercial events merely because this was an Olympic venue. When making a decision to rent, rates, proximity, accessibility, scale and function, loyal corporation relationship, and venue history, were factors considered by clients more than simply Olympic reputation. In contrast, the Company’s consultancy business was influenced by Olympic

³⁶⁵ Ibid.

reputation, which was positive in developing potential clients who would put more trust in a venue management consultant with demonstrated Olympic venue management experience.³⁶⁶

In terms of future development, Zhao stated that a flexible rent rate policy was a strength of the Stadium. Although there were 36,000 seats in the Stadium, the Company had staged sports meetings with attendees ranging between 800 and 10,000. Rental rates depended on the size of the event. For instance, for a sports meeting with 2,000 individuals, the rent for the Stadium was CNY 40,000 to 50,000 (USD 6154 to 7692). In contrast, for an event in the Bird's Nest with 50,000 individuals, the rent could reach more than CNY 1 million (USD 0.15 million). Therefore, the NOSC Stadium appealed to client groups originally contemplating the Bird's Nest. Meanwhile, to reduce cost, the Stadium did not plan any renovations and upgrade work for several years. The Olympic upgrades before the Games resulted in a solid basis for the Stadium.³⁶⁷

The potential threat to future development of the venue still lay in the administrative structure of GASC. The management mode of the Stadium cannot be changed as long as its supervision department remained in the original administrative mode, which constrained future development of the venue. But Zhao also pointed out that applying a commercialized operation mode might be a highly possible trend dictated by intensified competition in the market. After the Olympic Games, the number of large scale sport venues increased, especially around both the Olympic Central Area and the University Area in the city. As a result, competition among such venues accelerated. Potential clients of these venues also increased with Beijing's economy booming and

³⁶⁶ Ibid.

³⁶⁷ Ibid.

expansion of the culture industry initiated by the government. This intensified competition in the market place after the Games. To dominate the market and keep sustainable development of the venues, NOSC had to transform its administrative system towards a marketing-oriented mode, including allocation systems, decision making mechanisms and incentive systems. Making this move was the only way to keep NOSC's sport venues in tune with competitive developments in the city.³⁶⁸ However, according to Bo Chu, the supervisor of NOSC, the Center would remain the major training base for Chinese national teams to prepare for the London Games and Olympic Games in the future. This remains the top priority for NOSC's future development.³⁶⁹ Based on this statement, it seems that the conflict between NOSC's political stance, and the Stadium's necessary marketing initiative, will continue to exist in the future.

3-4-2. NOSC Gymnasium

The NOSC Gymnasium, originally built for the 1990 Asian Games, was upgraded and renovated for the 2008 Olympic Games, together with the Stadium and the Natatorium in NOSC. Because it was a relatively old building, almost everything relating to the venue was upgraded in 2007 except its main structure.³⁷⁰ The expansion construction projects included interior decoration of the entire venue, updating all equipment, warm-up court construction, and grandstand seat installation.³⁷¹ After the

³⁶⁸ Ibid.

³⁶⁹ Official Website of NOSC, "Report on the Interview of Po Chu, Supervisor of NOSC under GASC," <http://www.nosc.net.cn/portal/zxzw/xxfb/webinfo/2012/02/1328840649195555.htm> (accessed March 20, 2012).

³⁷⁰ Weidong Li, interviewed by Xiaowei Yu, August 23, 2011.

³⁷¹ Official Website of Beijing Municipal Commission of Development and Reform, "Municipal Construction Items of 2007: The NOSC Gymnasium," http://www.bjpc.gov.cn/tzgl/zdjs/2007_zdjm/07zdxm/07zd_ay/200706/t180331.htm (accessed March 21, 2012).

upgrade, the Gymnasium could seat 6,400 spectators for handball competitions and Wu Shu (Chinese Martial Arts) demonstration events during the 2008 Olympic Games. The Gymnasium also served as a training site during the Paralympics.³⁷² The Gymnasium was restored to its original functions after the Games, that is, opening the warm-up court to the public as a recreation site, leasing rooms for commercial purposes, and holding various assembly events in the main competition hall.

Weidong Li, the supervisor of the Gymnasium, provided the researcher with information on the venue. In terms of financial aid, since 1990, the Gymnasium had gradually changed from being fully supported by GASC to being only partially funded. This meant that the venue needed to generate revenue on its own. As a result, the Gymnasium has been earning revenue for NOSC since the 1990s. The revenue demands of NOSC have increased over the last two decades. In the middle of the 1990s, for instance, the revenue the Gymnasium turned over to NOSC was less than CNY 1 million (USD 0.15 million). In 2011, the revenue target NOSC set for the Gymnasium was CNY 14 million (USD 2.15 million). This figure was CNY 3 million (USD 0.46 million) higher than the revenue the Gymnasium actually earned in 2010. Also in 2011, the expense budget for the Gymnasium was CNY 5.52 million (USD 0.85 million), a large proportion of which was energy cost, daily maintenance, and human resources expense. It did not include major equipment repair or update. Any one-time maintenance or purchase expense of more than CNY 50,000 (USD 7,962) must be reported to the Center, which would then be reported to GASC. GASC then paid the bill. Thus, the profit of the venue

³⁷² Official Website of NOSC, "Introduction of the Gymnasium," <http://www.nosc.net.cn/portal/cgjs/tyg/webinfo/2008/11/1227835132317607.htm> (accessed March 21, 2012); Official Website of BOCOG, "Expansion Project Results in a More Spacious Olympic Sports Center Gymnasium," <http://en.beijing2008.cn/cptvenues/venues/osg/headlines/n214156187.shtml> (accessed March 21, 2012).

for the year could reach CNY 8.5 million (USD 1.3 million) in 2011. Of the revenue, one half came from the venue's commercial space leasing, while the other half came from renting the main hall and the warm-up court for public recreation purposes, performance shows, and commercial events.³⁷³

The Gymnasium's 2,800-square-meter main court with its 6,400 seats was one of the two major sources for generating revenue. Since the Gymnasium was one of the two venues in NOSC (the other one being the Ying Tung Natatorium) that was not used as a national team training site, the venue could be opened to the public on a daily basis. The Gymnasium was the first public badminton ground opened in Beijing. The average annual use of the badminton courts reached 100,000 individuals. After the Games, the wood flooring was upgraded and the interior decoration was updated. This attracted more users to the venue. However, given such factors as proximity, rental rate, and an increasing number of competitor venues, revenue from this type of business was largely static for each year. The venue also operated a badminton club and organized badminton competitions every year. Although enlisting a few sponsors with relatively small amount of revenue return, according to Li, hosting such competitions was not for generating revenue per se, but rather for providing badminton enthusiasts with opportunities to meet each other and improve skills. The club had professional coaches who paid fees to the venue in order to be permitted to teach in the club. The venue was responsible for advertising for the coaches. The Gymnasium had not organized large scale competitions for years. Original organizing costs were quite high; few spectators were attracted. It was a trend in China that many national level sport competitions not be held in Beijing because of complicated censor and sanction procedures. Smaller cities offered relatively

³⁷³ Weidong Li, interviewed by Xiaowei Yu, August 23, 2011.

better support. And, there were other venues in Beijing, especially after the Games, where conditions such as lighting, quality of flooring, and auxiliary facilities, were more suitable for badminton matches than the NOSC Gymnasium. These factors relegated it to second choice for holding high level, large scale competitions.³⁷⁴

The other major way the Gymnasium generated revenue was to rent the main court for performance shows and commercial events. At times, the frequency of events could reach five times in one month. The events included pop concerts, ceremonies, and anniversary celebrations. The size of the venue dictated the target group in the market. Venues like CIS and NIS that contained around 18,000 seats were not particular competitors of the NOSC Gymnasium. According to Li, the Gymnasium focused on the events having around 4,000 attendees. Thus, the Gymnasium's major competitor venues in Beijing were those located on university campuses. The good news was that university venues usually did not hold commercial events and performance shows, thus eliminating NOSC Gymnasium competitors. Obviously, this positioning made the NOSC Gymnasium accrue a relatively good market share regarding show business in the city. However, Li also mentioned that there was a strong potential competitor, the Workers' Gymnasium, which had changed its name to the "Workers' Stadium Theater" and reduced its capacity to 3,000 seats.³⁷⁵ By adding the term "theater" in its title, it significantly reduced organizing cost, which would certainly impact on the NOSC Gymnasium in the market.³⁷⁶

In terms of other business the venue carried out, Li mentioned that several years

³⁷⁴ Ibid.

³⁷⁵ Ibid.

³⁷⁶ For the detailed reason for why reducing the organizing cost, please see the section of the Beijing Gong Ti Sport Center.

ago, the Gymnasium was rented to a TV station for filming some of their programs. However, since the TV station built its own programming hall, the business completely disappeared. The venue also attempted but failed to develop venue sponsors. The exposure rate of the venue was relatively low and the investment return was uncertain. According to Li, the badminton players per year reached a total of 100,000; and the total attendees for commercial events per year reached 120,000. Obviously, the grand total of 220,000 could not satisfy potential sponsors who eventually were unconvinced to invest money in the venue. After the Games the NOSC Gymnasium attempted to sell the naming rights but this initiative was terminated by the global financial crisis in 2009. Recently, according to Li, the Center once again approached the naming rights issue. Li admitted that it was a difficult issue. The price looked awkward. According to Li, CNY 4 to 5 million (USD 0.62 to 0.77 million) per year was the lowest figure the Center would accept, which, however, was always considered too high by potential buyers. Moreover, the deal only involved the naming rights sale. Management and operation rights to the venue would not be part of the deal.³⁷⁷

After the Games, according to Li, no Olympic impact remained on the venue's regular operation and management, except for updated equipment and new furniture left behind, which might indirectly increase the leasing rate for the commercial space under the spectator stands. Li also mentioned that the Olympic Games did not bring any new or potential opportunities to the venue. When choosing their event location, potential clients would consider more realistic factors than "Olympic mystique," such as traffic conditions, parking, and capacity. Though NOSC had a long tradition regarding the Olympics since the 1990s, according to Li, the 2008 Beijing Olympic Games did not enhance the image

³⁷⁷ Weidong Li, interviewed by Xiaowei Yu, August 23, 2011.

of the venue. In other words, the reputation of the NOSC Gymnasium had nothing to do with the 2008 Olympic Games. As the supervisor of the venue, Li paid more attention to develop the facility's business network in the market and to improve the venue's quality of service to attract clients. He cared little about the Olympic image of the venue.³⁷⁸

As in the case of the NOSC Stadium, Li pointed out that the conflict between NOSC/GASC's administrative systems and the marketing-oriented management mode of the venue would be a threat for the venue's future development. For instance, according to Li, if NOSC set the revenue goal for the Gymnasium, then it should allow the venue to achieve the goal by any means as long as the activities were legal. But this was not the case. The Center limited venue behavior and controlled decision making in terms of financial matters, employment policy, and incentive mechanisms for employees. However, Li admitted that the situation also had a positive side for operating the venue. For instance, being a non-profit organization, certain tax exemption policies for the venue were in place, which significantly reduced operation costs for the venue. In addition, GASC was responsible for any major equipment purchase and maintenance. Li concluded that the current administrative system was a two-edged sword: the Center could retard the venue's development and it could also protect the venue from being trapped into any awkward financial situations.

3-4-3. Ying Tung Natatorium

The Ying Tung Natatorium (YTN) was originally built in 1990 from a donation by the Hong Kong entrepreneur, Ying Tung Huo. YTN was named after him. In 2007, selected as a competition venue for the Olympic Games, YTN was upgraded and

³⁷⁸ Ibid.

renovated. During the Games, the venue was used for water polo and the modern pentathlon (swimming) competitions. After the Games, YTN was restored to its functions before the Games, serving as a public swimming center and providing commercial space.

Jian Yue, the supervisor of the Natatorium, and his deputy, Chen, greeted the researcher and jointly shared information regarding the venue. Following the 1990 Beijing Asian Games, YTN was opened for visitors with an entrance admission of CNY 2.³⁷⁹ However, in one and a half years the number of visitors dramatically declined. Thus, NOSC decided to open YTN as a public swimming center. It was soon realized that the operation cost was too high to be borne solely by NOSC. NOSC simply could not afford such huge expense. It was opened only during the summer; otherwise few swimmers came due to weather conditions. Further, its high admission rate deterred many. Especially in the winter time, there were almost no swimmers in the pool. NOSC, however, had to pay the same operation cost to maintain the regular condition of the venue. According to Chen, between 1992 and 1994, the underuse situation led to operation costs much greater than the revenue YTN could generate. In addition, due to lack of a post-Games plan for the venue in the 1980s to meet the demand for post-Games regular use, NOSC would have had to reconstruct the venue. However, neither GASC nor NOSC could afford the investment for a re-build project.³⁸⁰

Given this state of affairs, NOSC decided to grant YTN management and operation rights to the Beijing New Auto Group for 12.5 years, starting in June 1994. The New Auto Group invested a total of CNY 21 million (USD 3.23 million) in YTN, including re-construction, exploring new business ventures inside the venue, and

³⁷⁹ Jian Yue, interviewed by Xiaowei Yu, August 23, 2011. CNY 2 at the time was roughly equivalent to a quarter in CDN\$.

³⁸⁰ Ibid.

implementing its own marketing promotion. Based on the agreement signed between the New Auto Group and NOSC, for the first year the New Auto Group paid NOSC CNY 1.5 million (USD 0.23 million), and for the next 11 years, the payment increased 10% every year.³⁸¹ Basically, NOSC did not interfere with the management and the operation of YTN, being satisfied with the New Auto Group's contracted payment every year. As a condition in the agreement, 15 days each year were set aside for NOSC's free use of YTN to organize international/national swimming competitions. Since YTN was operated independently from NOSC, the salary of YTN's employees was different from those who worked in other venues controlled by NOSC. Over the first two years, the average salary level in YTN was higher. But gradually the other venues' salary levels exceeded YTN's. This led to complaints from YTN's employees, who felt they should be treated at the same level as others. NOSC attempted to negotiate with the New Auto Group on the issue, however, the latter resisted increasing salary levels in order to minimize its costs. Thus, NOSC had to offer extra salary to balance the difference between the two groups of employees. Despite the controversies in NOSC, as well as GASC, regarding management and operation rights granted to a private company, the cooperation between both parties functioned well until 2005. The agreement terminated in 2005 because YTN was selected to be an Olympic competition venue for the 2008 Games. The Olympic Games in China were always considered a national mission that had top priority. As a result, the New Auto Group had to vacate the venue as well as its ongoing business before the contract was completed.³⁸²

In terms of the cooperation between the New Auto Group and NOSC, Yue stated

³⁸¹ Chen, interviewed by Xiaowei Yu, August 23, 2011.

³⁸² Chen, and Jian Yue, interviewed by Xiaowei Yu, August 23, 2011.

that advantages outweighed disadvantages. Through their cooperation, NOSC learned practical management experiences from the New Auto Group, gained revenue from the venue, and developed a number of prospective venue management experts for future operation of YTN after the 2008 Olympic Games. Thus, at the very beginning of renovation planning for the Olympics, NOSC, based on the experience derived from its previous operation, focused on post-Games utilization. With post-Games operation a priority, the expansion plan for YTN focused on increasing functional space for future commercial business purposes. The sport facility areas such as the pool and auxiliary space needed little work to redesign.³⁸³ For instance, if a catering area was planned for future use, then the design would be function-oriented for catering-suitable purposes.³⁸⁴

As early as 2007 a hotel management company contacted NOSC in an effort to lease part of the commercial space in YTN to operate its own business. An “agreement of intent” for cooperation was signed by both sides before the Olympic Games. Right after the Games, both sides signed a formal contract. The Company would be responsible for the re-construction of the swimming pool as well as auxiliary facilities and, of course, the construction of its own hotel inside the venue. As a result, the YTN swimming center was re-opened in May 2009. Later, in July 2010, Beijing No.1 International Mansion was opened inside the venue. The business of “Beijing No.1” included a classic restaurant, a high-end pub, and entertainment shows. As to the rental payment, the Company has paid more than CNY 7 million (1.1 million) per year to NOSC since 2010. According to Yue, the yearly revenue goal NOSC set for YTN for 2011 was CNY 18.5 million (USD 2.85 million), while the yearly expense budget was around CNY 11 million (USD 1.7 million).

³⁸³ Jian Yue, interviewed by Xiaowei Yu, August 23, 2011.

³⁸⁴ Chen, interviewed by Xiaowei Yu, August 23, 2011.

As a result, YTN had to turn in around CNY 7.5 million (USD 1.15) as the venue's surplus to NOSC at the end of 2011. Like the Stadium and the Gymnasium, YTN's major equipment updates and maintenance costs were not included in the expense budget. For instance, its water cycling system needed inspection and overhaul every other year, which could cost up to CNY 2 million (USD 0.31 million). This was provided by GASC's special support funds.³⁸⁵

YTN's projected revenue aimed at CNY 18.5 million (USD 2.85 million), annually CNY 7 million (USD 1.1 million) from "Beijing No.1," and CNY 11.5 million (USD 1.77 million) from other business in the venue. Since Beijing No.1 occupied more than half of the commercial space in the venue, there was little reserved space left for exploiting other business ventures. Yue planned to add some new sports such as billiards and Ping Pong within the limited space. YTN also leases rooms for other business, such as swimming clubs, clothing stores, and aquatic performance shows. It rents the pool for small-to-medium scale swimming competitions. The major part of the revenue source remained the swimming pool for public use on a daily basis, which would generate fixed revenue of about CNY 10 million (USD 1.54 million) per year. Therefore, according to Yue, basically, YTN has accomplished its revenue goal for each year after the Olympic Games.³⁸⁶

Similar to the supervisors of the other two Olympic venues in NOSC, Yue stated that the Olympic impact on YTN's post-Games operation was minor. The Olympic Games in China might influence people's concepts regarding a positive correlation between healthy life style and sports participation, which correspondingly might make

³⁸⁵ Chen, and Jian Yue, interviewed by Xiaowei Yu, August 23, 2011.

³⁸⁶ Ibid.

more people participate in physical activity on a daily basis, but there was no solid statistical data that could prove a direct cause and effect correlation existed between the Olympic Games and the condition of a venue's sport-related business after the Games. The fact was that YTN consistently emphasized the enhancement of the public service quality of the venue in attracting potential clients. Moreover, in terms of YTN's marketing promotions and advertisements, the Olympic image was seldom used as a selling point to enhance the venue's brand. Thus, there was no direct relationship between YTN's business and Olympic impact.

The employment policy of the Center, according to Yue, was a weakness that could threaten the development of the venue. The conflict of employment policies between government and corporations led to differences in salary and benefits allocation for employees in the venue. This caused issues on incentive policy that the venue itself could not solve without permission from superior authority. Another problematic issue for future concern was the conflict between the venue's sports competition events and other functions. Specifically, it meant that the 6,000 seats around the venue occupied too much space and incurred a significant amount of energy and maintenance cost on a daily basis. As a venue without a mission for training national teams and staging major competitions, the necessity of reserving such a large number of seats should be questioned. This issue could not be solved by YTN itself. Despite all, speaking of future development of YTN, Yue did not think that significant changes regarding the administrative system of NOSC as well as GASC would occur in the near future. The system was quite complicated and there would be too many departments and divisions involved throughout multi-layers of government. And, this would not merely apply in sport-related fields. The conundrum is

too big to be solved in the short term. Therefore, maintaining the current administrative system and operation mode is more realistic and feasible for most of the GASC-owned Olympic venues.³⁸⁷

4. University-Owned Venues

There were six Olympic competition venues built on university campuses in Beijing. They formed 20% of the total number of the competition venues for the Games. Moreover, there were another nineteen training facilities for the Games located on university campuses. Building Olympic venues on campus, according to an official of the Ministry of Education, was a win-win strategy for Olympic host cities. On one hand, the city and the OCOG saved a great amount of construction expense as well as costs incurred for removal of local residents. On the other hand, after the Games, the venues on campus could be fully utilized by both university students and local communities.³⁸⁸ Thus, the Olympic Movement should be regarded as a support to education in China. Also, the association between Olympic culture and campus culture in China was seen as ideal.³⁸⁹ The government had already been aware before the Games that locating sport venues on campuses was a practical solution for facility post-Games use. However, Jian Chen, the director of the Beijing Olympic Economy Research Association, stated that Beijing's Olympic venues built on campus, though valuable, were not numerous enough to solve the issue of post-Games utilization of Olympic venues.³⁹⁰

³⁸⁷ Ibid.

³⁸⁸ Peng Zhang, "Building Olympic Venues on Campuses," *China Modern Education Equipment*, no. 65 (July 2008), pp. 174-177.

³⁸⁹ Ibid.

³⁹⁰ Yi Zhao, "Post-Games Development of Olympic Sport Venues," *China Staff Education*, no. 176 (July 2008), p. 50.

Of the six competition venues, four were newly-built, respectively, at Peking University, China Agriculture University, Beijing University of Science and Technology, and Beijing University of Technology. According to BOCOG, the other two were pre-existing facilities, which were located at Beihang University and Beijing Institute of Technology. According to Shiwei Shao, an official of GASC, in general, Olympic venues on campuses in Beijing were well used by both students and local communities after the Games.³⁹¹ Based on the researcher's investigation, different conditions existed among those venues over the last three and a half years.

4-1. Peking University Gymnasium

The Peking University (PKU) Gymnasium, also known as the Khoo Teck Puat Gymnasium, named after the banker, Khoo Teck Puat, the donor of a major amount of money to build the venue, was located on the campus of Peking University. The Gymnasium held the table tennis competitions during the Beijing Olympic Games. The venue was owned by the University and directly supervised by the Department of Sport and Physical Education in PKU. After the Games the venue was used as both a sport facility and an assembly place on the campus for students and local communities. As a table tennis venue, the Gymnasium contained a main competition hall with room for eight competition tables; in addition, it included a natatorium underneath, which was renovated after the Games and opened to students in March 2012.³⁹²

Jie Li, the director of the Gymnasium, provided the researcher with information

³⁹¹ Shiwei Shao, interviewed by Xiaowei Yu, August 5, 2011.

³⁹² Official Website of BOCOG, "Peking University Gymnasium Ready," <http://en.beijing2008.cn/venues/pkg/index.shtml> (accessed March 27, 2012); Official Website of the Peking University Gymnasium, "Introduction of the Gymnasium," <http://www.pkugym.com/Overview.aspx> (accessed March 27, 2012); "Swimming Pool Opened for Physical Education Courses," <http://www.pkugym.com/News1.aspx?id=517> (accessed March 27, 2012).

on the venue. Li had been in charge of the venue since the beginning of its construction before the Games.³⁹³ In September 2008, after the Games were concluded, the University formally appointed Li as the supervisor of the temporary management team for post-Games operation of the venue.³⁹⁴ At the time, Li was associate professor and deputy supervisor of the Department of Sport and Physical Education at PKU. According to Li, the venue was not an independent unit in the University. Rather, it was under the leadership of the Department of Sport and Physical Education. Li's management team was in charge of daily operation and maintenance as well as carrying out certain renovation projects. The Department supervised the venue and had priority for utilization of the venue. In general, then, the University, as the owner of the venue, had ultimate rights of decision making with respect to the venue's development. According to Li, the University originally had a plan set for the venue as an independent unit, but it changed in 2011. No reason was announced.³⁹⁵ As to the Gymnasium's administrative mode, Min Wang, a physical education teacher in PKU, summarized that of the six Olympic venues on university campuses in Beijing, only the Beijing Institute of Technology (BIT) and the China Agriculture University (CAU), operated similar to PKU.³⁹⁶

In terms of location of the venue and its construction before the Games, Li stated that before 2008, PKU, as a top ranking university in China, had for years faced a lack of large scale sport facilities on campus. When BOCOG announced that some Olympic venues would be built on campuses in Beijing, PKU thought it would be a great opportunity for the University to solve the sport facility issue. PKU immediately

³⁹³ Jie Li, interviewed by Xiaowei Yu, August 29, 2011.

³⁹⁴ Official Website of the Peking University Gymnasium, "The Document on the Appointment for the PKU Gymnasium," <http://www.pkugym.com/Agencies.aspx> (accessed March 28, 2012).

³⁹⁵ Jie Li, interviewed by Xiaowei Yu, August 29, 2011.

³⁹⁶ Min Wang, interviewed by Xiaowei Yu, September 14, 2011.

expressed a positive attitude towards BOCOG's announcement. Originally, PKU applied for a wrestling competition site. At the same time, CAU applied for and received the nod for the Olympic table tennis competition facility. Later, considering that table tennis was regarded as the national sport in China, and because it was much more popular than wrestling, PKU attempted to negotiate with relevant governmental departments in order to swap with CAU. Another reason for the idea of exchanging was that PKU operated a professional table tennis club. Finally, PKU was approved to be the venue owner for the Olympic table tennis competitions in 2008, while CAU became the owner of the Olympic wrestling arena.³⁹⁷

As to the investment, PKU originally attempted but failed to attract donations from private enterprises. To obtain this, PKU initiated a marketing campaign attempting to attract 10,000 enterprises with a price tag of CNY 10,000 (USD 1,540) each. It was largely unsuccessful, but several million CNY was generated.³⁹⁸ In November 2006, the Khoo Teck Puat Foundation donated CNY 173.3 million (USD 26.7 million) to the Peking University Education Foundation to support the University's development. Of the total amount of the donation, CNY 150 million (USD 23 million) was used for the construction of the new Olympic Table Tennis venue.³⁹⁹ One of the conditions for the donation was that the new venue would be named the "Khoo Teck Puat Gymnasium."⁴⁰⁰ According to Li, the total investment in the venue was CNY 250 million (USD 38.5 million). In addition to CNY 150 million (USD 23 million) from the Khoo Teck Puat Foundation, a portion of the balance came from a special fund of the Ministry of

³⁹⁷ Jie Li, interviewed by Xiaowei Yu, August 29, 2011.

³⁹⁸ Ibid.

³⁹⁹ Official Website of Peking University Education Foundation, "Khoo Teck Puat Foundation Donated CNY 173 Million for Constructing New Olympic Venue in PKU," <http://www.pkuef.org/newdetail2.php?id=518> (accessed March 28, 2012).

⁴⁰⁰ Ibid.

Education of China. The final amount needed came from a number of minor donations and the “PKU Funds.”⁴⁰¹

After the Games, embracing more than 7,700 seats, the venue was mainly used as a public gathering place for activities such as sports competitions, campus culture events, organizations’ meetings, commercial events and political campaign gatherings. According to Li, there were 70 individual activities held in the venue during the last three years (2009-2011).⁴⁰² According to the official website of the venue, thirty-one major activities were held in the venue between September 2008 and March 2011.⁴⁰³ In 2009, the Law School in PKU was expanded and renovated. The University decided that six departments of the Law School were to move into the PKU Gymnasium as their temporary office location. As a result, a number of function rooms under the spectator stands were used as faculty offices for more than one year. According to Li, this change influenced the utilization of the venue, especially for sport-related events. For instance, during the “Law School” tenancy the venue could not host sports competitions during the working hours. As a result, the main hall was merely opened to the public for playing badminton. A user fee was applied. In addition, students could not use the venue for gym classes, except for the Yoga classes. Li did not comment on this but pointed out that the venue was supposed to meet the needs of physical education as well as the needs of student athletes training on campus.⁴⁰⁴

In terms of the venue’s operation costs incurred, basically the University covered most of the expenses over the last three years. The University offered rooms in the venue

⁴⁰¹ Jie Li, interviewed by Xiaowei Yu, August 29, 2011.

⁴⁰² Ibid.

⁴⁰³ Official Website of the Peking University Gymnasium, “Major Events Held in the Venue,” <http://www.pkugym.com/Events.aspx> (accessed March 28, 2012).

⁴⁰⁴ Jie Li, interviewed by Xiaowei Yu, August 29, 2011.

to other departments on campus, which led to the venue not being open regularly. Little revenue was generated. Under such a situation, the University did not set a budget for the venue during the last three years. The University paid for the expense balance. The venue has not paid for the energy expense for three years. According to Li, every time the bill arrived, the venue wrote a report to the University regarding the difficulties the venue faced, such as it being used as faculty offices. It applied for an exemption from paying the bill. Such applications have been approved. Li also pointed out that all venues on campus used various ways for reducing operation expenses, such as turning off air conditioning during summer time and minimally decreasing employees.⁴⁰⁵

Quite simply, there was no direct correlation between expenses and revenues for the PKU Gymnasium. The reason for this was due to the venue's irregular operation after the Games. According to Li, the University was not able to calculate the expense and revenue on a regular basis, a basis that might guide the University towards setting a budget or revenue goal for the venue. In addition, Li also stated that the University had never anticipated revenue from the venue; it wanted the venue to serve the University and its students.⁴⁰⁶ No matter what the reasons, the fact is that for the last three years Li and his management team have not paid much attention towards generating revenue or reducing operation expense.

What the management team actually focused on was the expansion project for the venue. It started in the summer of 2010 and was completed at the beginning of 2012. The expansion and renovation project of the venue, according to Li, was the biggest one among the six Olympic venues on university campuses following the Games. The project

⁴⁰⁵ Ibid.

⁴⁰⁶ Ibid.

included the venue's reconstruction for functional change and structural adjustment. After the project was completed, eighteen new sports were added to the venue's capacity, such as swimming, squash, fencing, taekwondo, billiards, dancing, fitness, volleyball, and basketball. The new swimming pool in the venue was reserved but not used until the project was completed. PKU used to have a small pool (25 meters long) for years. The new pool was built 50 meters long with 8 lanes. There were also multifunction conference rooms and newly renovated offices for the Department of Sport and Physical Education. After the renovation, there was a service area built, including an information desk, a coffee shop, a convenience store and a rest area for guests.⁴⁰⁷ In addition, a fitness consultancy center was established in the venue - clients and members' fitness and health information could be collected and analyzed by relevant experts, followed up by recommended solutions.⁴⁰⁸

The finance for all these expansion projects, more than CNY 10 million (USD 1.54 million), was covered by the University. According to Li, the core task after the expansion was to serve students, which was the University's top priority for all sport facilities on the campus. That was a fundamental reason why the University did not require the venue's management team to generate revenue. Although students paid for using the venue, the rate level was exceedingly low, compared to the rate for the University's employees, which was medium, and the rate for the public, which was high. For instance, the hourly rate for playing badminton was CNY 30-40 (USD 4.6 to 6.2) for students; the regular rate was CNY 60 (USD 9.2). The rate policy, according to Li, prioritized students regarding use of the venue. In addition, by applying this rate policy,

⁴⁰⁷ The description was based on the researcher's on-site observation when Li showed him around the venue.

⁴⁰⁸ Jie Li, interviewed by Xiaowei Yu, August 29, 2011.

the University could control the number of the clients, thereby providing more space and time for students. Serving students and generating revenue might conflict with each other, but based on the University's principle, the venue would definitely regard serving students as its priority in future development. Neither the venue's management team nor the Department of Sport and Physical Education had decision rights with respect to the venue's development direction. Adhering to the University's policies and decision-making was the only choice for the venue. For instance, according to Li, since 2011 the venue had seldom held large assembly events due to safety issues and PKU's sensitivity towards serving students,⁴⁰⁹ even though renting space for such activities might be a favorable way to generate revenue. Despite the compromising condition of the venue in terms of decision-making, Li expressed confidence regarding the future of the venue. The future will be guaranteed and predictable, because the University would fully support the venue. As the venue is under the complete control and leadership of the University, stability should be maintained for a relatively long period into the future.⁴¹⁰

4-2. China Agriculture University Gymnasium

The China Agriculture University (CAU) Gymnasium, where the wrestling competition events were held for the 2008 Olympic Games, is located on the east campus of CAU within the University Area.⁴¹¹ As early as July 2002, CAU advocated that some of Olympic venues should be built on university campuses for the Beijing Olympic Games. Three months later, the Chinese Central Government chose six universities in

⁴⁰⁹ For holding large events, the venue had to be closed for several days for preparations, during which students could not utilize the venue in any ways. That was obviously not what the University wanted to happen.

⁴¹⁰ Jie Li, interviewed by Xiaowei Yu, August 29, 2011.

⁴¹¹ Official Website of BOCOG, "Olympic Wrestling Venue Ready for Competitions," <http://en.beijing2008.cn/cptvenues/venues/cag/headlines/n214132980.shtml> (accessed March 29, 2012).

Beijing to build Olympic venues on their campuses. CAU was one of those chosen.⁴¹²

The funding for the venue's construction came from three entities: the national treasury, the Ministry of Education of China, and the University itself.

Following the 2008 Olympic Games, the CAU Gymnasium hosted only one international level sport competition, the Sportaccord Combat Games, in August 2010.⁴¹³ In terms of student physical education courses, based on the *Schedule of Gym Classes for Students in 2011 Spring Term*, which was posted on the official website of the venue, there were four courses held in function rooms inside the venue: table tennis, sport dancing, aerobics and Yoga.⁴¹⁴ The rooms for education purposes were not open to the public. Only students and gym teachers were allowed to enter for classes.⁴¹⁵ In addition, to attend gym classes held in the venue, students had to show their student ID at the entrance.⁴¹⁶ A badminton area opened in March 2009, located at the practice court beside the main competition hall. CAU students and employees could play badminton by paying fees.⁴¹⁷ In terms of the main hall in the venue, student culture and art events were held there; also, with the University's permission, it was rented to other organizations for holding assembly events. After the Games, more than thirty large culture events were staged in the venue.⁴¹⁸ Utilizing the former news press room and media center in the

⁴¹² Internal Circulated Document in CAU, "A Summary of the Public Introduction of the CAU Gymnasium," (March, 2011), p. 1.

⁴¹³ Internal Circulated Document in CAU, "A Summary of the Public Introduction of the CAU Gymnasium," (March, 2011), p. 1; Official Website of Sport Accord Combat Games 2010 Beijing, "CAU Gymnasium," <http://www.beijing2010.org/beijing2010/competition/CAU/index.html> (accessed March 29, 2012).

⁴¹⁴ Official Website of China Agriculture University Gymnasium, "Download Center," http://tyg.cau.edu.cn/tyg_clt/news/user/title.do?typeid=9 (accessed March 29, 2012).

⁴¹⁵ Official Website of China Agriculture University Gymnasium, "CAU Sport Venue Regulation for Educational Management," http://tyg.cau.edu.cn/tyg_clt/news/3/43.html (accessed March 29, 2012).

⁴¹⁶ Ibid.

⁴¹⁷ Official Website of China Agriculture University Gymnasium, "Regulations for CAU Badminton Court," http://tyg.cau.edu.cn/tyg_clt/news/3/110.html (accessed March 29, 2012).

⁴¹⁸ Official Website of China Agriculture University Gymnasium, "Introduction of CAU Gymnasium,"

venue, vacant after the Games, the University opened a culture and art gallery in June 2009. The gallery has staged nineteen art exhibitions since then, including calligraphy, painting, and crafts shows. Also, some famous artists were invited to deliver public lectures to students and enthusiasts in the gallery.⁴¹⁹

Chengsong He, a staffer in the general office at the Gymnasium management center in CAU, provided the researcher with relevant information on the venue. In terms of its administrative mode, He stated that previously the venue was an independent unit in the University, named the CAU Gymnasium Management Center, separate from the Department of Sport and Physical Education. In June 2011, the supervisor of the Center was appointed by the University to be the director of the Department of Sport and Physical Education. As a result, both the Department and the Center were supervised by the same person. Although the two units were not merged officially, the supervisor effected smooth cooperation between the two.⁴²⁰

The CAU Gymnasium was mainly funded and owned by the University. As early as 2002, Zhangliang Chen, former president of CAU, first proposed the idea regarding building Olympic venues on campuses, an idea that would insure that Olympic facilities be well utilized after the Games. At the end of 2002, CAU was chosen as one of the universities to build an Olympic venue on its campus. The total investment in the construction was CNY 158 million (USD 24.3 million), of which CNY 20 million (USD 3.1 million) came from the national treasury as a special fund for China's general Olympic project. The rest of the money was generated by the University in the form of

http://tyg.cau.edu.cn/tyg_clt/news/99/8.html (accessed March 29, 2012).

⁴¹⁹ Internal Circulated Document in CAU, "A Summary of the Public Introduction of the CAU Gymnasium," (March, 2011), p. 3.

⁴²⁰ Chengsong He, interviewed by Xiaowei Yu, September 15, 2011

education loans, charities, and donations from the University's employees. For instance, the University initiated a campaign on the campus encouraging staffers, faculty members, students, and alumni to "donate a seat" for the new venue. According to He, CAU was not as "rich" as certain universities, such as PKU; thus, CAU had to find its own means to collect money for the venue. Consequently, under such a financial situation, the internal decoration of the venue was not as "luxurious" as certain others, especially those located in the Olympic Park. For instance, before the re-decoration of the venue in 2011, the floor of the main court had been made of concrete (see the picture in Appendix Q) and the entrance gates to the spectator stands were made of wood without elaboration. In addition, a swimming pool was originally built beside the main competition hall. However, due to a lack of funds, after the Games the pool was filled and some temporary rooms were built in its place for non sport-related use.⁴²¹

According to He, the University once embraced plans for post-Games utilization of the venue. In addition to the swimming pool that was supposed to be renovated, an indoor basketball court was to be transformed to an indoor track. In terms of the original warm-up area, it was planned to establish a physiological and aerobic testing center for students. Moreover, as the largest competition hall among all Olympic venues on university campuses in Beijing, CAU planned to rebuild it in such a way as to be an interchangeable gymnasium/skating rink for students. There were also plans for function rooms around the main hall, and a fitness and weight lifting room. However, none of these plans have been carried out yet, three and a half years after the Games. According to He, the lack of financial aid is the major reason for the situation.⁴²²

⁴²¹ Ibid.

⁴²² Ibid.

The Center did make some modifications regarding the functions of the venue. At one time, there was a badminton playing area with seven badminton courts. These were available to students and employees of the University. According to He, the Center decided to change this area to a table tennis area and relocate the badminton area to the main court of the venue. This required changing the flooring of the main court. The flooring change was completed at the end of 2011. In terms of the function rooms, the Center assigned them to various student groups, such as yoga groups, musical groups, drawing groups, and poetry groups. Students could use these rooms for their activities for free; but they had to apply in advance and wait until the Center's approval. The Center did not use function rooms where ventilation conditions were poor, because if the rooms were used, then air conditioning had to be turned on, which increased energy expenses. Thus, many activities and gym classes were usually held in the open space of the venue such as the main court (before the flooring change) and areas along hallways. In addition to serving students, the University also attempted to rent the newly renovated main court to potential clients for generating revenue, a vital exercise in terms of financially raising the venue itself.⁴²³

The project of flooring change cost almost CNY 4 million (USD 0.62 million), which was paid by the University. Because during the 2008 Games the CAU Gymnasium was the site for the wrestling competitions, a special cushioned floor was needed. At the time, to minimize the construction cost, the University simply used original concrete flooring instead of wood covered by carpet, over which the cushioned floor surface was placed. However, for the flooring change three and a half years after the Games, the work

⁴²³ Ibid. To compare the change of the floor of the main court of the CAU Gymnasium, please see Appendix Q.

was complicated because first the concrete flooring had to be completely removed from the venue and then the entire main court area had to be waterproofed before new flooring was installed. According to He, the University paid the bill for this construction expecting to recoup its investment by utilizing the facility to generate revenue. It is highly possible that the newly renovated main court will not be opened to students for physical education purposes in the future; instead, it might be opened to the public for recreation activities with a fee applied, such as badminton, basketball and indoor soccer, or rented to commercial clients for holding large assembly events.⁴²⁴

The Center did not have a revenue goal set by the University, which was the same circumstance as the PKU Gymnasium. There was no direct correlation between the revenue the Center made and the costs incurred. However, the Center, as an independent unit in the University, had to find its own way to generate revenue and at the same time to minimize expenses. In terms of revenue, the major portion came from renting the main court for large events, such as culture events of the Ministry of Agriculture of China and celebration events of other organizations. In general, the rental fee was around CNY 80,000 (USD 12,308) per day; some large events would take several days. The frequency of events in the venue is hard to determine, because it was quite irregular throughout a year's period. No matter how much the Center earned, all the revenue was returned to the University. The University would then allocate a certain amount of money on a yearly basis to the Center to compensate for the venue's expenses. According to He, the University's allocation never fully covered all the costs incurred in the Center. The University had certain policies, such as partial exemption of energy costs for the Center, which helped offset the deficit. According to He, the main court usually utilized natural

⁴²⁴ Ibid.

light rather than electric lights. Moreover, the venue's sunroof was usually closed to reduce dust penetrating from outside. Otherwise, cleaning up the entire main hall would be too huge to be completed by the five cleaning workers in the Center.⁴²⁵

In terms of other activities staged in the venue, none generated revenue for the Center. The Center provided the students and staffers in the University with function rooms for free. In addition, a culture and art gallery was established in 2009. This is open to the public for free. The University was reluctant to make the gallery too commercialized; thus, the activities held in the gallery are not revenue involved; namely, organizers do not need to pay for holding events there. Neither do visitors pay to see exhibitions in the gallery. There is no employee in the Center specifically responsible for market exploitation of the gallery. There is no demand from the University regarding the development of the gallery.⁴²⁶

As to future development, the Center will try to maximize its revenue so that it can fund itself without the University's financial support. In addition, potentially, major maintenance will be needed next year, five years after the 2008 Games. This will be difficult to be fully covered by its own revenue if the current operation status continues.⁴²⁷ However, the ultimate decision for the future of the venue in terms of its management mechanism and operational mode will be made by the University. As long as the University does not take a step towards changing, the venue will be forced to maintain the current condition. It will be virtually impossible to make any significant progress in this area by its own efforts.

⁴²⁵ Ibid.

⁴²⁶ Ibid.

⁴²⁷ Ibid

4-3. Beijing Institute of Technology Gymnasium

The Beijing Institute of Technology (BIT) Gymnasium was used as a competition site for the 2008 Olympic volleyball events and the goalball competitions of the Summer Paralympics.⁴²⁸ The venue, originally named the BIT Sport and Culture Center, broke ground in September 2003 and was completed in September 2006.⁴²⁹ In 2005, BOCOG queried BIT whether its newly-built venue could be utilized as an Olympic competition site. BIT responded positively.⁴³⁰ In April 2007, the reconstruction of the venue specifically for the Olympics began. A temporary indoor warm-up arena was also built directly beside the venue.⁴³¹ Although the BIT Gymnasium was not originally planned for the Olympics, before the venue had been completed, it had already been approved as one of the Olympic venues in the City. Moreover, after completion of the original construction in 2006, the venue was unused by the University before the Olympic reconstruction started in April 2007. Thus, the BIT Gymnasium actually might be considered a newly-built Olympic venue, in spite of the original motive for building the sport facility on campus. Vice president Xianrui Zhao of BIT stated in 2007 that, after the Games, the Gymnasium would be the University's main sports, cultural, and assembly center.⁴³² According to Zhao, the venue would be used for the University's daily physical education courses. In addition, cultural and art activities and other assembly events of the University would be held there.⁴³³

⁴²⁸ Official Website of People's Daily, "An Overview of Olympic Venues in Beijing: The BIT Gymnasium," <http://2008.people.com.cn/GB/22180/22196/96613/7479586.html> (accessed April 1, 2012).

⁴²⁹ Official Website of CCTV Sport Channel, "A Perfect Olympic Project: BIT Gymnasium's Three Concepts," <http://space.tv.cctv.com/article/ARTI1215409762425831> (accessed April 1, 2012).

⁴³⁰ Qi Han, interviewed by Xiaowei Yu, September 15, 2011.

⁴³¹ Ibid.

⁴³² Official Website of BOCOG, "BIT Gymnasium has a Bright Future after the Games," <http://en.beijing2008.cn/cptvenues/venues/tig/headlines/tig/s214151314/n214152998.shtml> (April 1, 2012).

⁴³³ Ibid.

the history of the venue, since BIT had not owned a multifunctional sports facility on campus for years, the University decided to build a large scale gymnasium at the beginning of the new century. At the time the 2008 Olympic Games had not yet been awarded to Beijing. The funding for the venue was completely from the University rather than the national treasury, the Ministry of Education of China, or BOCOG. When learning that some Olympic venues would be built on university campuses, BIT considered that a title such as “Olympic venue” was a kind of intangible capital, one that might enhance the image of the new gymnasium as well as the University. However, the University missed the deadline for requesting financial support from the government for Olympic construction projects.⁴³⁴

In addition to funding the venue’s original construction, completed in 2006, the University also paid most of the costs for Olympic-related reconstruction to the venue in 2007. At the time, according to BOCOG’s demand, a temporary warm-up arena needed to be built beside the main venue. Moreover, some function rooms in the venue were built specifically for the Games. Within the venue, part of structure was reconstructed and certain equipment and faculties were added such as special elevators, barrier-free entrances, and special corridors to meet the needs of the Paralympics. Although the venue was completed two years before 2008, it was never used by students before the Games. In October 2008, one month after the Games concluded, the venue was opened to students for the first time. For the Olympic Games, according to Han, the venue was new, which was part of the reason that the BIT Gymnasium was later selected as one of the “Best

⁴³⁴ Qi Han, interviewed by Xiaowei Yu, September 15, 2011.

Olympic Venues.” In terms of the reconstruction expense, according to Han, BOCOG promised to partially pay for it. However, after the Games, when the two parties addressed the payment matter, BOCOG offered the University a quantity of furniture and a small amount of money. Compared to the reconstruction expense the University paid, the amount of money that BOCOG offered was too small to even matter. At least, according to Han, the University fully owned the venue, which was definitely considered an Olympic legacy for the University.⁴³⁵

The University authorized the Department of Physical Education and Sport to supervise the venue, a practice present at other institutions with regard to Olympic sport venues built on campuses. That the Physical Education Department managed the venue ensured that serving students would be the priority of the venue’s functions. Using the venue as a means to generate revenue for the University was a lower priority. Han pointed out that certain universities regarded their sport venues as places where the major mission was to generate revenue. This was definitely not the case for BIT. University sport facilities were supposed to serve students for physical education courses and student athlete training; other purposes were secondary. To achieve such a fundamental goal, university sports facilities must be supervised internally, namely, by a department of physical education. According to Han, the University did not expect the venue to generate revenue, but did expect that its primary service was to students.⁴³⁶

Han further explained in detail how this fundamental principle was applied to venue’s routine operation. The top priority was student physical education classes and student athlete training. For most of the morning, the venue was only open for student

⁴³⁵ Ibid.

⁴³⁶ Ibid.

physical education classes; from 3:00 to 6:00 in the afternoon during weekdays, the facilities in the venue, such as the weight lifting room and the main court, are available to intercollegiate teams, such as basketball, volleyball, martial arts, and track and field. The second priority is to serve the University, meaning that the University and various faculties might use the venue to hold large assemblies, such as convocation, campus job fairs, culture events, and anniversary celebrations. There are 4,500 permanent seats and 1,000 retractable seats in the venue, making it entirely suitable for large scale gathering events on campus. The last priority was to open the main court to the public for playing badminton, table tennis, and basketball. The users could be students, university employees, and local residents, all of whom paid different use-rates. In terms of the rate, if the badminton courts were available in the morning of weekdays (most of time they were occupied for physical education classes), the rate was CNY 10 (USD 1.5) for each court per hour; for the evening time (6:00 pm to 10:00 pm), the rate was CNY 40 (USD 6.2) for wood flooring courts and CNY 50 (USD 7.7) for the anti-slip PVC flooring courts. The venue did not reserve the courts in advance, because university events had higher priority. Whenever large gathering events were held, all activities in the venue ceased because of the safety issue.⁴³⁷ In addition, the BIT men's soccer team was one of the thirteen professional soccer teams in the A Soccer League of China.⁴³⁸ Its home field was adjacent to the BIT Gymnasium. The visiting team accommodation area was located in the Gymnasium. Thus, whenever the BIT soccer team played at home, based on the Beijing PSB rule, the venue must be vacated. As a result, every year, there would be some fifteen days in which the venue was closed during the soccer season, but,

⁴³⁷ Ibid.

⁴³⁸ In China, the A Soccer League was the second class professional soccer league of the country, while the first class was the China Super Soccer League.

fortunately, most of them were Saturdays. Although it was called a professional soccer league, the games were free for spectators.⁴³⁹

In terms of the venue's operation cost, it consisted of expenses for energy (not including heating costs in winter, which comprised the major part of the energy cost and was paid by the University), maintenance, human resources, and equipment update. Any incurred cost that exceeded CNY 100,000 (USD 15,400) needed application for special funds from the University. According to Han, unlike other universities where the venues sought to maximize revenue, the BIT Gymnasium focused squarely on minimizing expenses in an attempt to balance its financial condition. The annual revenue of the BIT Gymnasium, in general, was CNY 1.2 million (USD 0.18 million), while its annual expense figure was around CNY 0.6 million (USD 0.09 million). The profit went into a special fund for major maintenance and the venue's possible expansion in the future. The venue used various strategies to reduce cost on a daily basis. In terms of employees, the venue has less than 20 staffers; most of them perform multiple duties. In contrast, there are more than 70 staffers in the PKU Gymnasium. As to energy, there is a difference of electricity rate for commercial-purpose use (CNY 1.8 (USD 0.28) per unit) and educational-purpose use (CNY 1.5 (USD 0.23) per unit); the venue paid its electricity bills under the rate for educational-purpose use, even though the business of the venue is not totally for educational-purposes. In addition, the venue turns off its lights whenever there is no formal game scheduled. Natural light is used as much as possible. Air conditioning is usually turned off because it cost more than CNY 5,000 (USD 770) per hour. That is considered too much for the venue. In terms of the profit the venue gained each year, the University gives part of it back to the venue for its operational fund. This

⁴³⁹ Qi Han, interviewed by Xiaowei Yu, September 15, 2011.

amount, of course, depended on how much the venue earns.⁴⁴⁰

Since 2009, during winter and summer breaks, the venue does not hold any commercial events. In 2009, the venue rented the main hall to a company to hold its own commercial event over several days. The event organizers had not gained the necessary approval to hold the event. The supervisor of the venue was criticized by the University, even though the University received CNY 278,000 (USD 42,769) from the business. After that, the venue was not rented out for any commercial events because of potentially high risks regarding legal and safety issues. Moreover, according to Han, the University has not demanded that the venue “pursue business” since the Olympic Games concluded.⁴⁴¹ The venue has held events during summer breaks, such as sport-related summer camps and athletic training for middle school students.⁴⁴² By doing this, the teachers in the department earned extra income, while the venue also generated revenue for the University.⁴⁴³

According to Han, in terms of future development, the venue will likely continue to follow the University’s top priority - serving students. It is highly possible that the current conditions will be maintained for a relatively long period, in terms of administrative mode, business operation, and financial condition. Han also emphasized that among Olympic venues in Beijing, there were various management modes and visions, which could not be directly and simply judged by right or wrong for the time being. It might be too soon to draw a conclusion regarding the post-Games utilization of

⁴⁴⁰ Ibid.

⁴⁴¹ Ibid.

⁴⁴² Official Website of Beijing Institute of Technology, “Youth Sports Training Class Recruitment in the BIT Gymnasium 2009,” <http://www.bit.edu.cn/docs/extra/col16/zsjz.doc> (accessed April 2, 2012).

⁴⁴³ Qi Han, interviewed by Xiaowei Yu, September 15, 2011.

Olympic venues three and a half years after the Games.⁴⁴⁴

4-4. Beihang University Gymnasium

The Beijing University of Aeronautics & Astronautics (BUAA) Gymnasium, also known as the Beihang University Gymnasium,⁴⁴⁵ a pre-existing sport venue, is located at the south end of the BUAA campus. It was originally built in 2001 for the World University Games in Beijing. In 2007 it was reconstructed and expanded for the Olympics.⁴⁴⁶ Half of the reconstruction investment came from BUAA, while the other half came from the national treasury.⁴⁴⁷ During the 2008 Beijing Olympic Games, the BUAA Gymnasium hosted the Olympic weightlifting competitions. The power lifting competitions for the Paralympics were also held there.⁴⁴⁸

The facility consisted of a main competition hall, a rest & catering area, a swimming pool, and various function rooms. For the Olympics, a weightlifting competition platform and a background wall were temporarily built in the main competition hall. They were dismantled following the Games (see the pictures in Appendix R).⁴⁴⁹ The rest & catering area was built in 2007 for athletes, coaches, referees, and officials during the Games. After the Games, the area was renovated to become a badminton venue in which a badminton club, named the Yangyang Badminton Training

⁴⁴⁴ Ibid.

⁴⁴⁵ Official Website of Beihang University, "Brief Introduction of BUAA," <http://ev.buaa.edu.cn/about/index.php?page=introduction> (accessed April 2, 2012). The term "Beihang" is the abbreviation of the Beijing University of Aeronautics & Astronautics in Chinese, which is now officially used as the formal name of the University.

⁴⁴⁶ Official Website of BOCOG, "Expansion Project Delivers 'New' BUAA Gymnasium," <http://en.beijing2008.cn/cptvenues/venues/aag/headlines/aag/index.shtml> (accessed April 2, 2012).

⁴⁴⁷ Yonggang Qian, telephone interview by Xiaowei Yu, August 30, 2011.

⁴⁴⁸ Official Website of BOCOG, "Expansion Project Delivers 'New' BUAA Gymnasium," <http://en.beijing2008.cn/cptvenues/venues/aag/headlines/n214217793.shtml> (accessed April 2, 2012).

⁴⁴⁹ Official Website of Xin Hua News Agency, "BUAA Gymnasium: Olympic Venue Became Sports Center for the Public," http://news.xinhuanet.com/video/2009-08/07/content_11839598.htm (accessed April 2, 2012).

Center, was located (see the picture in Appendix R).⁴⁵⁰ In addition to serving its registered members, the club was also opened to the public for playing badminton, with a fee applied (CNY 50 (USD 7.7) per hour). The swimming pool, located beside the Gymnasium, was used as a practice area during the Games and afterwards opened to the public. Swimmers who utilize the pool buy tickets under a different rate schedule: CNY 8 (USD 1.2) per hour for BUAA's students (with valid student ID) and CNY 30 (USD 4.6) per hour for non-student users. Function rooms that were used during the Games are now leased out for commercial purposes (see the picture in Appendix R). Of the lessees, the major one thus far has been the Beihang Fitness Club; personal trainers teach sport dancing, Yoga, and martial arts.⁴⁵¹

In terms of the venue's educational function, a venue staffer informed the researcher that physical education classes for students did not take place there. All such classes used outdoor sport facilities and an older gymnasium on the campus. Upon randomly asking students passing by the Gymnasium, the researcher received similar responses, namely, the Olympic venue was not used for physical education purposes. The venue was used as an assembly place for University gathering activities such as convocation, job fairs, and culture events staged by student organizations. Whenever it is available, the venue is open to the public as a badminton facility where students as well as other users pay to play (see the pictures in Appendix R).⁴⁵²

The University registered a company in 2009 called the Beijing Ao Ju Sport and Culture Company. Its mission was to manage the Olympic facility. The Company was controlled by the BUAA Holdings Co., Ltd., a University-owned assets management

⁴⁵⁰ Ibid.

⁴⁵¹ The description was based on the researcher's on-site observation and investigation.

⁴⁵² Ibid.

company under the full authority of BUAA.⁴⁵³ Yonggang Qian, manager of the Company, declined a request from the researcher for a personal interview. He consented to be interviewed via telephone. According to Qian, the management principle of the venue was to serve the University first and then, “modestly,” to open to the public to generate revenue. Even hosting Olympic competition in 2008 did not influence the basic principle of the management and operation of the venue.⁴⁵⁴

In terms of the financial condition of the venue, Qian stated that the venue’s operation after the Games approximately balanced the financial condition of the Company. Before the Company was established, all the revenue from the venue was returned to the University, which in turn allocated money to the venue to support its operation. This situation was similar to the administrative modes applied to the Olympic venues located at PKU, BIT, and CAU. After the Company was formed, the venue was operated under semi-independent management rights, which meant that, theoretically, the venue could independently set its top priority as one generating revenue instead of serving student physical education classes. The major commercial uses of the venue, according to Qian, were the badminton courts, which generated stable revenue yearly. In addition, the main competition hall was rented for staging various events such as pop concerts, corporate celebrations and receptions, and other cultural activities with large number of attendees. Considering the safety issue and atmosphere on campus, according to Qian, the Company attempted to select events that were less commercialized in order to maintain a positive image for the University. Moreover, the Company rented function rooms in the venue to sport-related businesses such as the Beihang Fitness Center, or non

⁴⁵³ Official Website of BUAA Holdings Co., Ltd., “Investment of the Company,” <http://www.buaaholdings.cn/tzqy/index.htm> (accessed April 3, 2012).

⁴⁵⁴ Yonggang Qian, telephone interview by Xiaowei Yu, August 30, 2011.

sport-related entities, such as an English Language Training Center.⁴⁵⁵

Although Qian consistently emphasized the venue's independence from the University, he also admitted that the profit the Company made would continue to be returned to the University, while the University, in turn, would aid the Company if a deficit was incurred during its operation. In other words, despite the Company being registered to independently manage the venue with market mechanisms in mind, Qian and his company were "hamstrung" by University rules; no decisions could be made independently. After all, the Gymnasium was owned by the University. The owner ruled.⁴⁵⁶

In terms of profit, Qian stated that whether or not the venue showed a positive balance on its financial sheet largely depended on how the expenses were calculated. For instance, the BUAA Gymnasium showed a profit on its financial sheet because the expenses calculated consisted of human resources, energy, logistics, and maintenance costs, but excluded depreciation of fixed assets of the venue. Further, Qian stated that if the depreciation of fixed assets were included in the cost calculations, every sport venue in China would reflect a negative summation on their financial balance sheet records. As to future development, Qian admitted that there was neither a plan nor a goal for the Company's further development. According to Qian, perhaps maintaining the current condition might be the ideal way for the BUAA Gymnasium to function.⁴⁵⁷

Of the six Olympic competition venues built on various campuses, the BUAA Gymnasium was the only one that registered a company to manage its own venue. Regarding this, other university Olympic venue supervisors shared various opinions. Qi

⁴⁵⁵ Ibid.; and the description was also based on the researcher's on-site observation.

⁴⁵⁶ Ibid.

⁴⁵⁷ Ibid.

Han, supervisor of the BIT Gymnasium, argued, in negative fashion, that students at BUAA had to pay to utilize the Olympic venue on their own campus. So, too, did BUAA itself. For instance, the University paid CNY 20,000 (USD 3,077) per game for its men's volleyball team to use the BUAA Gymnasium in competition with other teams in the league. The good thing was that at least the University retained an older gymnasium so that student physical education classes could be held there.⁴⁵⁸

Jie Li, supervisor of the PKU Gymnasium, applauded what BUAA implemented regarding its Olympic venue management. He stated that BUAA had the longest history regarding operation of Olympic venues on campus among the six universities. It was the first one to introduce a market mechanism into its venue management mode, which might be the way for the other universities to proceed in the future. Furthermore, in terms of the advantage of BUAA's operation mode, Li suggested that it removed the University from disputes with the venue's business clients because the Company would deal with any disputes and conflicts, in effect, acting as a buffer zone for the University. However, Li also stated that it should take care when copying BUAA's mode, because of encroachment on the priority of serving students, a violation of the original purpose for building Olympic venues on campuses.⁴⁵⁹

Huadong Zou, supervisor of the Beijing University of Science and Technology (USTB) Gymnasium, stated that a key point remained university ownership. Therefore, management policy should be guided by the owner. The marketing of the BUAA Gymnasium was done more effectively before the Olympic Games than after. By the time of the Games, the venue's yearly surplus had reached CNY 2 million (USD 0.31 million).

⁴⁵⁸ Qi Han, interviewed by Xiaowei Yu, September 15, 2011.

⁴⁵⁹ Jie Li, interviewed by Xiaowei Yu, August 29, 2011.

However, after the Games, BUAA limited its activities and business because of safety and campus atmosphere issues. In addition, some new university research buildings were established directly adjacent to the venue complex, which influenced the ease of reaching the venue. The two complexes were so close to each other that disturbances inevitably occurred. This was part of the reason why the University decreased assembly activities held in the Gymnasium.⁴⁶⁰

Pu Wang, supervisor of the Beijing University of Technology (BJUT) Gymnasium, pointed out that although the Company represented BUAA in the management of the Gymnasium, the University ultimately was responsible if potential disputes or accidents happened in the venue. After all, the venue belonged to the University; no matter who the manager was, the owner was the ultimate responsible authority.⁴⁶¹ As Li stated, the BUAA Gymnasium was a pioneer in the case of Olympic venues located on campuses. Its operation and management mode has not as yet been seriously tested by any other university. Therefore, current problems faced by BUAA might be faced by other universities in the future. Then, too, the lessons experienced by BUAA should be needed by other universities.

4-5. University of Science and Technology Beijing Gymnasium

The University of Science & Technology Beijing (USTB) Gymnasium was a newly-built Olympic venue on the campus of USTB. It hosted Judo and Taekwondo competitions during the 2008 Olympic Games. Wheelchair basketball and wheelchair

⁴⁶⁰ Huadong Zou, interviewed by Xiaowei Yu, August 31, 2011.

⁴⁶¹ Pu Wang, interviewed by Xiaowei Yu, September 6, 2011.

rugby competitions were also held there during the Paralympics.⁴⁶² In October 2002, USTB was selected as one of the four universities to build new gymnasiums on their campuses for the Beijing Olympic Games. Throughout the design and construction of the venue, its post-Games use was thoroughly considered by the University. For instance, the venue was designed to have 4,000 permanent seats and 4,000 temporary seats for the Games. After the Games, according to the design, seating would be reduced to 3,800 permanent seats and 1,200 temporary seats. The space occurring in place of the removed seats was planned for tennis and basketball courts.⁴⁶³ The venue was completed in 2007. At that time all the space for post-Games use had been set. For instance, after the Games the press room would transform to a dancing room; the news center would become a catering center and an exhibition room; the athlete rest area would become a fitness center; and the anti-doping testing center would become a sport clinic for student athletes. In addition, the warm-up area was built over a swimming pool located beside the main competition hall. The pool was restored after the Games.⁴⁶⁴

Following the Games, the venue was mainly used for student physical education courses. There were eight classes held simultaneously in various places within the venue: swimming, badminton, table tennis, Yoga, sport dancing, aerobics, Judo, and Taekwondo.⁴⁶⁵ The venue also accommodated the University's sports competitions and various arts and cultural events organized by the student council or other student

⁴⁶² Official Website of BOCOG, "Beijing Science and Technology University Gymnasium," <http://en.beijing2008.cn/cptvenues/venues/stg/n214073931.shtml> (accessed April 3, 2012).

⁴⁶³ Official Website of USTB Gymnasium, "Introduction of the Gymnasium," <http://gym.ustb.edu.cn/article.php?action=c&alias=introduction> (accessed April 3, 2012); "USTB Gymnasium's Double Identity: Changing to Basketball Court after the Olympics," <http://gym.ustb.edu.cn/article.php?id=56> (accessed April 3, 2012).

⁴⁶⁴ Ibid.

⁴⁶⁵ Official Website of USTB Gymnasium, "Physical Education Courses Started in the Gymnasium," <http://gym.ustb.edu.cn/article.php?id=106> (April 4, 2012).

organizations. In addition to serving an educational purpose, the venue was also operated for generating revenue. The swimming pool, badminton courts, table tennis courts, tennis court, and basketball courts were all opened to students and the public with certain user fees applied.⁴⁶⁶ The venue also rented its main hall to commercial clients for holding large assembly events, such as business fairs, pop concerts, corporate sports meetings, and commercial exhibitions.⁴⁶⁷

Huadong Zou, director of the USTB Gymnasium, provided the researcher with information regarding the history, current status and future development of the venue. USTB owned a long sports tradition since its establishment in the 1950s. But, it had never had a multifunctional gymnasium. Thus, the University embraced the idea of building an Olympic venue on its campus. Its selection as a recipient for a new gymnasium occurred in 2002.⁴⁶⁸ Both national treasury funds and USTB monies covered the investment for construction. According to Zou, each party contributed approximately a half. The total investment was around CNY 220 million (USD 33.85 million). The University applied for special loans to finance its share of the venue. Although Zou stated that private monies were not solicited for the venue,⁴⁶⁹ a list of financial patrons embossed on an elaborate board hung on the wall beside the main entrance of the venue showing that there were a number of organizations and individuals, among them students, faculty members, alumni, university-related groups, and corporations, who donated

⁴⁶⁶ Official Website of USTB Gymnasium, "The List of Fees for the Leisure Time Sports in the USTB Gymnasium," http://gym.ustb.edu.cn/article.php?action=c&alias=charging_standard (accessed April 4, 2012).

⁴⁶⁷ Official Website of USTB Gymnasium, "Leasing and Renting Business for Large Group Events," http://gym.ustb.edu.cn/article.php?action=c&alias=venue_leasing (accessed April 4, 2012).

⁴⁶⁸ Official Website of USTB Gymnasium, "Introduction of the Gymnasium," <http://gym.ustb.edu.cn/article.php?action=c&alias=introduction> (accessed April 5, 2012); Huadong Zou, interviewed by Xiaowei Yu, August 31, 2011.

⁴⁶⁹ Huadong Zou, interviewed by Xiaowei Yu, August 31, 2011.

money for construction of the venue (see the picture in Appendix S).⁴⁷⁰

The location of the venue was in an area previously used by the University's kindergarten, professor residences, and a beautification center. Because most of the University's staffers, faculty members, and students supported the building of an Olympic venue on campus, all the old buildings were removed and relocated, emptying the site for the new venue. The venue was completed in November 2007. During the design period, post-Games use of the facility had been emphasized. Students use was the top priority in the facility's design and construction.⁴⁷¹

During construction, it could readily be seen that all the facility's function rooms reflected a standard layout and arrangement so that they could be easily converted to accommodate different purposes in the future. The seats on the upper level of the spectator stands were temporary. When the Games concluded the seats were quickly removed and the resulting space accommodated two basketball courts and a tennis court for student use (see the pictures in Appendix S).⁴⁷²

Because the detailed plan had been made before the Games, the reconstruction project after the Games took less than six months to complete. The venue was opened to the public in April 2009. In addition to the two new basketball courts and the tennis court at the upper level platform as well as the renovated swimming pool, the main competition hall became a badminton area with 20 courts. The original athlete rest and registration area became a table tennis area with 21 Ping Pong tables. The hallway outside the main competition hall, partially covered by removable mats left after the Games, became an

⁴⁷⁰ The description was based on the researcher's on-site observation.

⁴⁷¹ Huadong Zou, interviewed by Xiaowei Yu, August 31, 2011.

⁴⁷² Huadong Zou, interviewed by Xiaowei Yu, August 31, 2011; the description was also based on researcher's on-site observation.

area for Judo and Taekwondo classes.⁴⁷³ There was an abundance of material left after the Games used for renovation and reconstruction. Moreover, a new fitness room was built in the venue. It was leased to a commercial company which operated a sports club business. According to Zou, the total reconstruction expense, around CNY 2 million (USD 0.31 million), was covered by the University.⁴⁷⁴

In terms of administrative mode, Zou stated that the USTB Gymnasium Management Center was an independent unit under the direct authority of the University. The Center was financially controlled by the University. Its revenue was returned to the University's financial department. The Center's operation team was formed during the Olympic Games. Most employees, such as technicians and security guards, have been working in the facility since then. New staffers for reception, services, and marketing joined the team when the venue was reopened in 2009. The Center was separated from the Department of Sport and Physical Education, which was a different condition than PKU, CAU, and BIT. Despite the separation, the Center cooperated and collaborated closely with the Department. Since Zou used to be a student athlete at USTB, he maintains close working and personal relationships with the Department.⁴⁷⁵

According to Zou, securing physical education needs for students and training requirements for student athletes are the top working priorities of the Center. Physical education classes are held in the venue. During the academic term, before 11:00 am and between 1:00 pm and 3:00 pm during weekdays, the venue is open for educational purposes. The time between 11:00 am and 1:00 pm is the period during which the pool

⁴⁷³ Official Website of the USTB Gymnasium, "Capital University Media Alliance: USTB Gymnasium, New Post-Games Utilization," <http://gym.ustb.edu.cn/article.php?id=59> (accessed April 5, 2012). The description was also based on researcher's on-site observation.

⁴⁷⁴ Huadong Zou, interviewed by Xiaowei Yu, August 31, 2011.

⁴⁷⁵ Ibid.

and the courts are open to University employees. After 3:00 pm, the venue is open to the public until 10:00 pm. Although the fitness club in the venue is owned by a company and the Center merely leases the space, as a condition in the agreement, the fitness club must provide its equipment and its space for student physical education classes and student athlete training before 3:00 pm whenever needed. After that the club is open for its own business.⁴⁷⁶ In a week, on average, there are 92 physical education classes held in the venue. The number of the students involved is about 3,000.⁴⁷⁷ The venue, especially the main competition hall, is also used by the University to hold events such as convocation, job fairs, and student cultural events. In addition, during the “down time” such as weekends and summer/winter breaks, the Center rents the main hall for commercial purposes. The rental rate is around CNY 70,000 (USD 10,770) per day. During summer/winter breaks, the Center organizes sports training classes for youth, such as swimming, badminton and table tennis. At times when there are no such activities, the venue is usually opened to the public for recreation purposes. In general, according to Zou, the business operated during the “down time” earned the major part of revenue generated by the Center.⁴⁷⁸

Speaking of revenue and expense, according to Zou, the Center has earned a slight surplus since it reopened in April 2009. Each year, the University set an expense budget for the venue, based on its record of the previous year. On average, the annual budget was around CNY 5 million (USD 0.77 million). It included energy, maintenance, human resource, and daily operation costs. Similar to other universities, or most venues

⁴⁷⁶ Ibid.

⁴⁷⁷ Official Website of USTB Gymnasium, “Capital University Media Alliance: USTB Gymnasium, New Post-Games Utilization,” <http://gym.ustb.edu.cn/article.php?id=59> (accessed April 5, 2012).

⁴⁷⁸ Huadong Zou, interviewed by Xiaowei Yu, August 31, 2011.

in China for that matter, the depreciation of fixed assets of the venue was not included as a kind of cost. In terms of energy cost (water, electricity, and heating), the University covered one half of the total, while the Center was responsible for the other half. According to Zou, the University exempted half of the energy expense for the venue because the University used the venue gratis as an assembly place for educational matters. Such exercise occupied 50% of the total time of the venue's regular operation. Under these circumstances, the Center earned a surplus of more than CNY 1 million (0.15 million) for the year 2010 and 2011. The University did not set revenue goals for the venue, but arranged an incentive policy for the Center. If the venue's surplus reached CNY 1 million, then 70% of it would return to the University, while the Center would retain 30%. If the surplus exceeded CNY 1 million, 60% of the exceeded portion would return to the University, while the Center would retain 40%.⁴⁷⁹

Zou expressed his satisfaction about the current policy and management mode applied in the venue. After all, the venue's daily operation and its current condition satisfied both the University and the students, the two most important constituencies that the venue served. Since the relationships between the Center, the Department of Sport and Physical Education, the University, and the students, were harmonious, according to Zou, the current status of the venue should be maintained in the future.⁴⁸⁰

4-6. Beijing University of Technology Gymnasium

Unlike the other Beijing Olympic venues built on campuses located in the University Area, the Beijing University of Technology (BJUT) Gymnasium, a

⁴⁷⁹ Ibid.

⁴⁸⁰ Ibid.

newly-built venue that hosted badminton and rhythmic gymnastics competitions during the 2008 Olympic Games, was located in the East Community Area of Beijing. Moreover, the BJUT Gymnasium, according to BOCOG, was the only Olympic venue located in Beijing's southeastern area.⁴⁸¹ The investment in this venue was about CNY 200 million (USD 30.8 million), of which around CNY 60 million (USD 9.2 million) came from the national treasury; the balance was largely covered by the Beijing Municipal Commission of Education.⁴⁸² Of the six universities in the city with Olympic competition venues, BJUT was the only one that belonged to the Beijing Municipal Commission of Education.⁴⁸³ The municipal government of Beijing paid particular attention to the location of this venue. To obtain the land adjacent to the University to build the new venue, the municipal government had to persuade local residents to relocate, an expensive exercise to complete.⁴⁸⁴ The BJUT Gymnasium was the only large scale multifunction sport facility in city-south. Since 2008 the facility has been used by the University as an assembly place for sport competitions and cultural events, as well as a leisure and recreation site for local communities.

The Gymnasium, completed in September 2007, consisted of a main competition hall with a total of 7,500 seats and a warm-up arena.⁴⁸⁵ According to Ailin Zhang, vice president of BJUT, the Gymnasium remained an important cultural legacy of the Beijing Olympics and became a landmark on the campus as well as Beijing's southeastern

⁴⁸¹ Official Website of BOCOG, "Beijing University of Technology Gymnasium Ready," <http://en.beijing2008.cn/venues/btg/index.shtml> (accessed April 6, 2012).

⁴⁸² Pu Wang, interviewed by Xiaowei Yu, September 6, 2011.

⁴⁸³ Official Website of Beijing Municipal Commission of Education, "The Universities in Beijing Authorized by Municipal Commission of Education," <http://www.bjedu.gov.cn/publish/portal0/tab480/> (accessed April 6, 2012).

⁴⁸⁴ Qi Han, interviewed by Xiaowei Yu, September 15, 2011.

⁴⁸⁵ Official Website of BOCOG, "BJUT Gymnasium: An Environmental-Friendly Venue," <http://en.beijing2008.cn/cptvenues/venues/btg/headlines/n214172635.shtml> (accessed April 6, 2012).

area.⁴⁸⁶ A year before the Games, Zhang stated that after the Olympics, the venue would maintain three functions: the University's activity center, a recreation center for neighboring residents, and a training base for national badminton athletes.⁴⁸⁷ During his investigation in Beijing, the researcher visited the BJUT Gymnasium on two occasions. On each visit a badminton competition was in progress. One was the Beijing PSB Badminton Competitions (see the picture in Appendix T) and the other was the Li Ning Cup National Badminton Championship organized by GASC. Staffers there told the researcher that various badminton competitions were frequently hosted in either the warm-up arena or the main competition hall. Because of the advanced technology installed in this badminton-specified venue, many badminton match organizers in the city sought the BJUT Gymnasium for their competition's site.⁴⁸⁸

However, frequent badminton competitions held in the venue often influenced the physical education function of the venue. For instance, during the Li Ning Cup National Badminton Championship on 6 September 2011, students who were scheduled to have physical education classes in the venue were stopped at the entrance and were told that the venue was closed because of the competitions. Having had no advance notice, students complained that the venue management center or their gymnasium teacher should have notified them. This was not the first time that students faced this kind of situation. In addition, according to one of the venue staffers, due to overuse, the venue's wood flooring had deteriorated considerably during the last three years. Thus, in the summer of 2011, the University decided to upgrade the flooring of the main competition

⁴⁸⁶ Official Website of BOCOG, "BJUT Gymnasium: An Important Cultural Legacy for Post-Games," <http://en.beijing2008.cn/cptvenues/venues/btg/headlines/n214172657.shtml> (accessed April 6, 2012).

⁴⁸⁷ Ibid.

⁴⁸⁸ The description was based on the researcher's on-site observation and investigation.

hall (see the picture in Appendix T). Consequently, the rate for playing badminton for individual players was increased from a previous CNY 10 (USD 1.5) per hour to CNY 40 (USD 6) per hour. According to one of the physical education teachers in the University, between generating revenue from holding large scale events and its renting for recreation use, the main hall was not available for physical education purposes. Students used the warm-up arena as a substitute venue.⁴⁸⁹

To investigate the current status of the venue's post-Games utilization, the researcher attempted to contact the individuals who were in charge of the venue. Qicai Ren, the deputy manager of the BJUT Gymnasium, was reluctant to discuss the situation regarding the venue, even though he accepted the interview request via telephone. As a result, the interview with Ren lasted less than five minutes without any useful information provided. The researcher later contacted Pu Wang, the manager of the BJUT Gymnasium, who also accepted the interview request and did provide relevant information for the study. Wang was appointed as the manager of the venue in 2011; before that he was the vice chairman of the employee labor union in the University. According to Wang, as a recreation center, the venue was opened to the public for such activities as basketball, badminton, table tennis, fitness, fencing, and indoor climbing. Customers were required to pay different rates to indulge in these activities. According to Wang, charging fees for these on-campus recreation activities was illegal, although most universities in China were doing so. Universities were non-profit organizations, which meant that they were not supposed to operate profit-driven businesses. The legal issue aside, since the University had been operating the venue as a business, it was supposed to

⁴⁸⁹ Ibid.

establish a revenue target for the venue. The University had never done this.⁴⁹⁰ Despite the fact that the venue has hosted various large events, including national sport competitions and some commercial events, which definitely generated profit for the University,⁴⁹¹ there is neither a revenue goal for the venue nor any incentive policy for its employees.⁴⁹²

Wang pointed out that the management mode applied to the venue did not match with the business operation of the venue. The University demanded fees from those individuals who came to use the facility, while the venue was opened to the students having physical education classes for free. According to Wang, the cafeteria on campus charged fees to students because its operation was conducted by a company, not the University. In other words, the University should consider registering a company specifically to operate the business in the Gymnasium, similar to what the BUAA Gymnasium did. According to Wang, the University did consider leasing the venue to a company. A similar example existed on campus. A hotel on campus was leased to a private company that paid the University a specified amount of money per year to maintain the chartered management rights to the hotel. The result of this, according to Wang, was that the University experienced inconvenience whenever it needed to use the hotel, while the hotel business was not as good as what the University expected. Thus, the University became reticent about the Gymnasium being in the hands of a management company.⁴⁹³

Wang addressed the priority schedule for the venue's use. For the BJUT

⁴⁹⁰ Pu Wang, interviewed by Xiaowei Yu, September 6, 2011.

⁴⁹¹ The description was based on the researcher's on-site observation and investigation.

⁴⁹² Pu Wang, interviewed by Xiaowei Yu, September 6, 2011.

⁴⁹³ Ibid.

Gymnasium, the top priority is to serve the University directly and indirectly, including providing space for the activities the University organizes for its educational and public relations purposes.⁴⁹⁴ To achieve this goal, the venue renovated its original function rooms to a new conference hall, a VIP room, an entertainment room (karaoke room), a coffee house, a music salon, a commercial conference center, and some multifunction recreation rooms.⁴⁹⁵ The venue also added a series of new services for facility users, especially those invited by the President of the University. The second priority, according to Wang, is to generate revenue for the University, obtained by leasing the main hall for sports and commercial events and opening the courts for playing badminton, table tennis, basketball, and volleyball. Although the University did not set revenue goals for the venue, Wang, as the manager of the venue, admitted that the Gymnasium needed to earn as much money as possible to offset its operating expenses. However, due to safety issues on campus, the University had to choose relatively “safe” events to stage, such as those organized by governmental departments, sport bureaus, or ministries. Thus, safety issues can influence the venue’s revenue generation. The last priority for the venue is to serve students for physical education purposes. The students used the warm-up area for physical education classes; the main competition hall was opened to the public on a daily basis. Whenever large events were held in the venue, all the scheduled physical education classes in the venue had to be transferred to outdoor sport facilities on campus.⁴⁹⁶

According to Wang, the three-level priority system was the working principle for him. The function of the venue must satisfy the leaders of the University and their guests

⁴⁹⁴ Ibid.

⁴⁹⁵ Official Website of Beijing University of Technology Gymnasium Center. “New Services in the Gymnasium,” http://cgzx.bjut.edu.cn/etcms/booking/yumaoqiu_active.html (accessed April 7, 2012).

⁴⁹⁶ Pu Wang, interviewed by Xiaowei Yu, September 6, 2011.

visiting campus. They can play sports and enjoy the entertainments offered in the venue, which was the major reason that new sports and amusement services were added. This principle remains as the venue's core strategy for future development. Wang emphasized that the most important goal of the venue in the future was to become a key factor in serving the University's public relations activities.⁴⁹⁷ Unlike its counterparts on campuses such as USTB and BIT, in terms of post-Games utilization, the BJUT Gymnasium has not placed sports and physical education functions for students as the venue's top priority and the core value of this advanced Olympic facility. Considering its unique location and the original goals expected, the Olympic legacy of this venue hardly embodies its value as the only multifunctional sport facility at city-south, as long as its top priority is heavily focused on serving the University administrative leaders and their guests.

5. Private Enterprise-Owned Venues

5-1. MasterCard Center and Baseball Field

The MasterCard Center (MCC), originally named the Beijing Olympic Basketball Gymnasium, then changed to the Wu Ke Song Arena, is located at the Wu Ke Song Sport & Culture Center, the site at which the Olympic Baseball Field was built. During the 2008 Games, the Olympic basketball preliminaries and finals were hosted in the venue, while the adjacent Olympic Baseball Field served as a temporary venue. It hosted the 2008 Olympic baseball tournament, perhaps baseball's final Olympic appearance.⁴⁹⁸

⁴⁹⁷ Ibid.

⁴⁹⁸ Official Website of BOCOG, "Olympic Basketball Venue Ready," <http://en.beijing2008.cn/cptvenues/venues/wis/n214230615.shtml> (accessed April 8, 2012); "Beijing Wu Ke Song Sports Center Baseball Field," <http://en.beijing2008.cn/cptvenues/venues/wkb/n214074588.shtml> (accessed April 8, 2012). The IOC had voted to remove baseball from the Olympic sports after the 2008 Beijing Olympics.

Baseball has been discontinued as an Olympic sport. The Wu Ke Song Sport & Culture Center is now owned by the Bloomage International Investment Group, a private enterprise entity in China, embracing a business range of project investments, corporate acquisitions and other development projects including real estate, finance, and biotechnology. In China, real estate business has been the Company's focus.⁴⁹⁹ The venue was the only Olympic venue in Beijing that was owned solely by private enterprise.⁵⁰⁰ Moreover, the naming rights of the venue were sold to MasterCard in January 2011 under a five-year deal. The venue has been known as the MasterCard Center since then. It is the first and the only Olympic venue in the city so far that has been rebranded commercially.⁵⁰¹ MasterCard (MCC) is operated by the Beijing Wu Ke Song Arena Management Co. Ltd., owned by the Bloomage International Investment Group.⁵⁰² As the strategic partner of Bloomage, the US-based Anschutz Entertainment Group (AEG), one of the leading international sports and entertainment companies, provides consultancy support in the operation of MCC.⁵⁰³ After the 2008 Olympic Games, the venue was commercially exploited by holding various commercial events there, such as the NBA China Games, the Beyoncé concert, the Amway China Annual Conference, and the CBA

⁴⁹⁹ Official Website of the MasterCard Center, "About Bloomage Group INC," http://www.mastercardcenter.com.cn/templet/Enwukesongdl/Our_team.jsp?id=1239 (accessed April 8, 2012); official website of MasterCard, "Beijing's Iconic Wu Ke Song Arena Re-Named MasterCard Center," http://www.mastercard.com/hkc/personal/zh/wce/PDF/110107_MasterCard_Center_Press_Release_zh.pdf (accessed April 8, 2012).

⁵⁰⁰ The dismantled Olympic Baseball Field was also owned by the Bloomage International Investment Group. Although the baseball field had no longer existed after the Games, Bloomage still owned the land on which the field had ever been built up.

⁵⁰¹ Official website of MasterCard, "Beijing's Iconic Wu Ke Song Arena Re-Named MasterCard Center," http://www.mastercard.com/hkc/personal/zh/wce/PDF/110107_MasterCard_Center_Press_Release_zh.pdf (accessed April 8, 2012).

⁵⁰² Official Website of the MasterCard Center, "Our Team," http://www.mastercardcenter.com.cn/templet/Enwukesongdl/Our_team.jsp?id=1238 (accessed April 8, 2012).

⁵⁰³ Ibid.

All-star Weekend.⁵⁰⁴

The baseball field, located beside MCC, was dismantled and obliterated right after the Games and the site has been empty since. Because the baseball field was originally designed as a temporary sport facility, there was no post-Games utilization plan for it.⁵⁰⁵ When the researcher visited the original baseball competition site in August 2011, it could be seen that due to no maintenance and no security around the area, the former Olympic Baseball Field had become an abandoned place in which there was nothing but rubble, wild grass and weeds, and debris and trash scattered about. There was nothing left that could help the researcher associate the place with the Olympic Baseball Field for the 2008 Games; it was more like a ruin or a dumping site. There were vestiges of some equipment used for the Games left on site; workers were in the process of removing it. In the middle of the site, some shabby shelters were built in which migrant workers lived. Between the former baseball field and MCC, a large temporary tent was erected, used as a flea market. This “dumping site” was separated from MCC by an iron fence. On the other side of the fence, MCC was starkly different, well maintained and no one was allowed to enter without proper IDs, even when there was no commercial event held inside (see the pictures in Appendix U).⁵⁰⁶ The Bloomage International Investment Group, owner of the land, has done nothing yet on the previous baseball field site since the Games concluded. According to Jerry Han, events director of the Beijing Wu Ke Song Arena Management Co. Ltd., after the 2008 Games, Bloomage had plans to develop the

⁵⁰⁴ Official Website of the MasterCard Center, “About the Arena,” http://www.mastercardcenter.com.cn/templet/Enwukesongdl/Venue_gaishu.jsp?id=1242 (accessed April 8, 2012). NBA - the National Basketball Association, the men’s professional basketball league in North America; CBA- the Chinese Basketball Association, the men’s professional basketball league in China.

⁵⁰⁵ Beijing 2008 Project Construction Headquarters Office, *Beijing Olympic Venues and Related Facilities*, (2006), pp. 44-49.

⁵⁰⁶ The description was based on the researcher’s on-site observation.

baseball field to a commercial and recreation area to complement its own local real estate business. However, the financial crisis erupting at the end of 2008 stopped, or at least postponed, Bloomage's business plan for the site. Han also pointed out that Bloomage, as the landlord, did not worry too much about the exploitation of the site; after all, it owned the land and could wait for better timing to carry out its plan.⁵⁰⁷

In terms of construction of the venue, the original plan of the Wu Ke Song Sport & Culture Center included the Olympic Basketball Gymnasium, the Olympic Baseball Field, and some other complementary commercial and sports facilities. Construction was awarded to the Consortium of the Beijing Centergate Development and Construction Co., Ltd. (BCDC) in September 2003.⁵⁰⁸ The BCDC Consortium included four shareholders: the CENCONS Group⁵⁰⁹, the Hai Dian District State-owned Assets Investment Co., Ltd., the Beijing Urban Construction Group Co., Ltd., and the Beijing Tianhong Group. According to Han, the budget of the project was more than CNY 1 billion (154 million). Construction broke ground in 2005. However, the project did not progress smoothly. During the construction stage, financial problems occurred, leading to a significant delay of the project. In addition, the consortium expressed pessimism regarding the investment return on the project, especially for the period following the Olympic Games. Consequently, some corporate entities in the consortium attempted to quit the project. This resulted in a critical situation, prompting the government to seek a solution in order to continue the project. At the time, Bloomage envisioned that it would be a great opportunity to get involved in such an Olympic-related project, which might well

⁵⁰⁷ Jerry Han, interviewed by Xiaowei Yu, August 30, 2011.

⁵⁰⁸ Xian Guo, "The Bid of the Project of Wu Ke Song Culture & Sport Center: An Exploration of Multi Investments of Olympic Projects," *Project Management Technology* 6, no. 4 (April 2008), pp. 45-49.

⁵⁰⁹ According to its Official Website (www.cencons.com), CENCONS Group was another name for Beijing Centergate Development & Construction Co., Ltd.

improve its local real estate business and its relationship with local government. As a result, Bloomage, with the government's authorization, invested in the project. By doing this, Bloomage became the project's largest shareholder. At the same time its investment offered the government a solution. After that, Bloomage negotiated with both government and private enterprise within the consortium to buy their business shares. In the end, Bloomage became the sole owner of the Wu Ke Song Sports & Culture Center.⁵¹⁰

Despite the ownership transfer, the CENCONS Group continued to play the major role in charge of the project's construction.⁵¹¹ Although Han did not disclose any details regarding the negotiation between Bloomage and the government, relating that he did not know anything about it, he stated Bloomage's "step up" action was considered a huge favor to the government, one which translated into potential benefit from the government for its real estate business. In addition, Bloomage inherited the land from the government, not only for the basketball gymnasium and the baseball field, but also the peripheral area on which Bloomage planned to develop real estate projects. Therefore, according to Han, the cooperation between the government and Bloomage was a win-win strategy at the time.⁵¹²

On 8 October 2008, one month after the Beijing Olympic Games, *China International Business* reported that AEG, one of the world's leading providers of live sports and entertainment events, had acquired management rights of the Beijing Olympic Basketball Gymnasium for post-Games operation.⁵¹³ Because of its partnership with the National Basketball Association (NBA), AEG planned to stage NBA games in the

⁵¹⁰ Jerry Han, interviewed by Xiaowei Yu, August 30, 2011.

⁵¹¹ Official Website of Beijing Centergate Development & Construction Co., Ltd., "The Olympic Projects," <http://www.cencons.com/project/olympics.html> (accessed April 9, 2012).

⁵¹² Jerry Han, interviewed by Xiaowei Yu, August 30, 2011.

⁵¹³ Kit Gillet, "A Sporting Legacy?" *China International Business*, (October 8, 2008), pp. 36-37.

Gymnasium. At the time AEG was confident of this plan. According to Sam Piccione, general manager of AEG in Asia, other Olympic venues in Beijing did not have the same sustainability as the Beijing Olympic Basketball Gymnasium, an important factor in the AEG – NBA initiative.⁵¹⁴ Moreover, Alan Graham, AEG’s general manager of the Gymnasium at the time, stated that the venue could be a catalyst to open the concert market in China. The facility might well become the centerpiece for the entire Western Community of the city.⁵¹⁵ According to the report, AEG believed that the venue could host a big event every three days, once the facility was fully operational.⁵¹⁶ AEG staged two NBA pre-season games in the venue, one between the Milwaukee Bucks and the Golden State Warriors in October 2008, and the other between the Denver Nuggets and the Indiana Pacers one year later.⁵¹⁷ In addition, during AEG’s management period, the venue also hosted Canadian singer Avril Lavigne’s first concert in Beijing, “the Best Damn Tour,” in October 2008.⁵¹⁸

However, according to its official website, at the end of 2011, MCC (formerly the Beijing Olympic Basketball Gymnasium or the Wu Ke Song Arena) is operated by the Beijing Wu Ke Song Arena Management Co. Ltd., which is owned by Bloomage International Investment Group, whereas AEG, together with NBA, had become the strategic partner of Bloomage providing consultancy support in operating MCC.⁵¹⁹

⁵¹⁴ Ibid.

⁵¹⁵ Ibid.

⁵¹⁶ Ibid.

⁵¹⁷ Official Website of the MasterCard Center, “2008 Events Photos,” http://www.mastercardcenter.com.cn/templet/Enwukesongdl/imgarticle.jsp?id=1337&article_id=122328 (accessed April 9, 2012); “2009 Events Photos,” http://www.mastercardcenter.com.cn/templet/Enwukesongdl/imgarticle.jsp?id=1335&article_id=122327 (accessed April 9, 2012).

⁵¹⁸ Official Website of the MasterCard Center, “2008 Events Photos,” http://www.mastercardcenter.com.cn/templet/Enwukesongdl/imgarticle.jsp?id=1337&article_id=122329 (accessed April 9, 2012).

⁵¹⁹ Official Website of the MasterCard Center, “Our Team,”

According to Han, AEG has not managed and operated MCC since the beginning of 2010. In terms of the management rights changing, Han shared certain information that might be helpful to understand AEG's role transformation. AEG became involved in the business of the Wu Ke Song Arena at the beginning of 2008 through a recommendation by the NBA. At the time, it was AEG's first experience in attempting to exploit the market in China. As a foreign company, AEG might have felt over-confident regarding China's market, and the commercial operation of the Gymnasium. This was probably due to a lack of thorough pre-analysis of the Chinese market and the unique circumstances encountered there. Business in China was totally different from AEG's normal business experience acquired largely in the United States and Australia. AEG underestimated the complicated situation regarding management and operation of a sport venue in China. Thus, according to Han, over-optimism and high expectation for the venue's commercial success in the future were major reasons that led to AEG's frustration and unrest that arose when facing difficulties during its operation. One of the most significant problems resided in the cooperation and communication between AEG and the Beijing Public Security Bureau (PSB), in other words, the conflict between AEG's western concept regarding the venue's operation mode following free market rules versus the police regulations in China.⁵²⁰

Zhihong Zhang, supervisor of the operations department of the Beijing Gong Ti Center, contributed his point of view in terms of AEG's involvement in the Wu Ke Song Arena. AEG attempted but failed to manage and operate the venue effectively, because it was quite difficult at the beginning to understand the venue's operation mode in China.

http://www.mastercardcenter.com.cn/templet/Enwukesongdl/Our_team.jsp?id=1238 (accessed April 8, 2012).

⁵²⁰ Jerry Han, interviewed by Xiaowei Yu, August 30, 2011.

Neither did AEG understand nor appreciate why PSB was involved in so much of the venue's business. Nor did AEG understand why the government had so many concerns regarding the venue's business, especially with regard to holding large commercial events. Based on AEG's concept, it was simple that if the Company had the management rights of the venue, then how the Company operated was its own business as long as all business actions obeyed relevant laws. Moreover, AEG might have dismissed such security encroachment as soccer hooliganism as "normal" conduct, which could be handled following relevant bylaws. However, such "security encroachment" would be considered seriously by the government in China, because based on government concept, such incidents would always be associated with political issues that might potentially undermine the regime's stability. Therefore, the government always supported PSB's involvement in the business of city venues to secure and insure complete spectator control. This was considered a normal business environment for Beijing's large scale sport venues, which AEG or any other foreign companies could not change.⁵²¹ According to Han, due to the conflicts in terms of the thoughts and actions at the beginning of its management, AEG always attempted to direct PSB to "back off," which probably further poisoned the relationship between the two.⁵²² Further, Zhang pointed out that PSB consistently operated on the premise that it was the venue's full responsibility for any "incidents" occurring during the events,⁵²³ incidents that would severely and adversely affect the venue's future application for commercial events. In China, if a venue planned to hold an event, the organizers had to submit applications to PSB for approval. Therefore, an unpleasant relationship with local PSB authorities would quite obviously compromise

⁵²¹ Zhihong Zhang, interviewed by Xiaowei Yu, August 24, 2011.

⁵²² Jerry Han, interviewed by Xiaowei Yu, August 30, 2011.

⁵²³ Zhihong Zhang, interviewed by Xiaowei Yu, August 24, 2011.

business initiatives for the venue.

As a result, when conflict between AEG and PSB, as well as other relevant governmental departments, became more pronounced, AEG began to entertain the idea of giving up business in the Wu Ke Song Arena at the beginning of 2010. AEG and Bloomage signed an official memorandum of understanding;⁵²⁴ AEG agreed to continue to cooperate with Bloomage as a strategic partner offering consultancy support on the operation of the venue, but not operate the venue's business directly. The management team that AEG had established voluntarily remained and continued to manage the venue. According to Han, most of the Chinese employees from the original team chose to stay and continued to work there. Now the team is under the direct and full control of the venue's owner, the Bloomage Group.⁵²⁵

Although the situation AEG had consistently faced still existed, the lessons from AEG's experience were learned by Bloomage as well. According to Han, the operation and management became more realistic and more effective than before. The Company came to understand and accept the reality regarding the unique circumstances in China, which the management team of the venue necessarily had to deal with. The Company tried its best to maintain the relationships with relevant governmental departments and PSB. Despite AEG's failure, Han admitted that AEG absolutely left behind valuable legacies for venue operation and management. First, AEG provided the owner with a detailed post-Games operation plan. Based on the plan, the owner invested some CNY 200 million (USD 30.8 million) to the reconstruction project of the venue after the Games. The project took 9 months to complete. After the reconstruction the venue was suitable

⁵²⁴ The detailed terms in the agreement were not provided by Han.

⁵²⁵ Jerry Han, interviewed by Xiaowei Yu, August 30, 2011.

for its post-Games use. A solid basis for its operation and future business development was established. In addition, AEG left its advanced management experience to the Company, such as the venue's organizational structure, internal administrative regulations, detailed service standards, events staging procedures, employment regulations, and incentive mechanisms, all of which were considered the "soft" capital for the venue's management and development. However, Han commented that this "soft" capital should combine with the Company's current strategy in terms of the way it should deal with the relationships between it and government departments and the PSB. Said Han, that was the only way to successfully operate an Olympic venue in the city, especially one owned by private enterprise.⁵²⁶

In terms of the venue's current operation, Han expressed satisfaction with operational and management conditions. Since the reconstruction was completed and the management rights transferred from AEG to Bloomage in the middle of 2010, the venue has hosted more than 60 events, of which 15% of the total have been sports events (commercial games), 10% non commercial events, and 75% commercial events with admission fees. There is no doubt that the major business of the venue's post-Games utilization is to host commercial events. According to Han, the venue's operating cost has reached CNY 30 million (USD 4.6 million) per year. This did not include loan repayment, depreciation of fixed assets, and major maintenance expenses. As to revenue, Han did not disclose figures regarding the annual revenue, but stated that the financial sheet of the venue was balanced and a surplus appeared after the naming rights sale to MasterCard.⁵²⁷

AEG played a role in terms of the naming rights sale for the venue. MasterCard

⁵²⁶ Ibid.

⁵²⁷ Ibid.

was introduced to Bloomage by AEG. At the time, Bloomage sought money from the naming rights sale to compensate for the venue's huge operation cost. Meanwhile, MasterCard faced its own problem in China's market. Its major competitor, VISA, was a TOP partner of the IOC and initiated significant marketing promotions in China during the 2008 Olympic Games. MasterCard felt it had to act in some way to try and gain in China's prospective market. As a result, according to Han, the two parties responded positively when AEG introduced the deal to both sides. The government, initially reluctant, later approved the sale of naming rights. Also, on the government's demand, the terms "gymnasium," "sport center," and "Wu Ke Song," were required to be retained in the new title of the venue. MasterCard did not like this requirement. Finally, through negotiation, the title of the venue was changed from "Wu Ke Song Arena" to "MasterCard Center." Although the exact amount paid for the naming rights was not revealed, Han stated that the number was large enough to cover the venue's annual operating cost. In addition to the naming rights fee, MasterCard also established a promotion program in the management company, by which, based on MasterCard's final approval, the Company could financially aid its clients by offering sponsor fees to their events in order to attract more potential clients.⁵²⁸

In terms of the venue's strength and potential opportunity in the future, Han stated that the business experiences AEG left behind, and the current management mode, were major strengths of MCC. Moreover, hi-tech equipment and the high quality of the venue's internal environment are also strengths in terms of possible competition with other Olympic venues with roughly the same capacity and scale in the city. Speaking of its competitors, Han considered NIS in the Olympic Park as MCC's major competitor in

⁵²⁸ Ibid.

the future. Although a private enterprise can independently operate its business to maximize profit, the nature of being private is also a weakness in China, especially compared to state-owned enterprises. For instance, land taxes for certain government-owned venues are exempted by the government, while it would be quite difficult for MCC to achieve any tax redemption status. As to potential opportunity, Han suggested that one of the key factors influencing the development of MCC in the future will be the relationship between Bloomage and the government, which was the reason why one of MCC's core tasks was to maintain the relationships with the government as well as relevant governmental departments.⁵²⁹ As a result, MCC attempts to work on a positive basis with government. A case in point - on 15 March 2012, the Beijing Sport Bureau announced that if the Beijing basketball team won the semi-finals for the CBA Championships, the final games started in six days would be held in MCC, a mere six days away.⁵³⁰ When MCC received the final confirmation regarding hosting the final games in MCC, there were only two days left for the employees in the venue to prepare for the matches.⁵³¹ MCC made all the preparations in two days, securing the necessary "clearances" for the contests to be staged smoothly. In addition, during the following nine days, MCC was used for three final games for free.⁵³² Since MCC's scale was much larger than that of the Beijing basketball team's home arena, the team's ticket sales

⁵²⁹ Ibid.

⁵³⁰ Official Website of Chinese Basketball Association, "MCC Will Hold Final Games if Beijing Win the Semi-Finals," <http://basketball.sport.org.cn/team/2012-03-15/373870.html> (accessed April 10, 2012).

⁵³¹ Official Website of the Bloomage International Investment Group, "Beijing Basketball Team Won the Champion Again in MCC Twenty-nine Years later," <http://www.bloomage.com/a/xinwenzhongxin/gongsixinwen/2012/0405/36.html> (accessed April 10, 2012).

⁵³² Official Website of the Bloomage International Investment Group, "Beijing Basketball Team Won the Champion Again in MCC Twenty-nine Years later," <http://www.bloomage.com/a/xinwenzhongxin/gongsixinwen/2012/0405/36.html> (accessed April 10, 2012); Official Website of *The Economic Observer*, "The Magic of the Wu Ke Song Arena," <http://www.eeo.com.cn/2012/0329/223697.shtml> (accessed April 10, 2012).

revenue for the three final games was equal to the revenue gained from the rest of the games during the whole season.⁵³³ As a private enterprise-owned Olympic venue, MCC has to be careful when it comes to interfacing with the government. Sometimes MCC has to put aside its economic goal, albeit briefly, so that it can partially serve the government's goal. After all, without government's satisfaction and support, MCC's development in the future will be unpredictable and unsettled.

⁵³³ Ibid.

Chapter 4. Conclusions and Recommendations

1. Conclusions

This research made efforts to investigate the conditions of the Olympic facilities in Beijing through the entire competition venues line three and half years after the Games, which had not been done since the 2008 Beijing Games finished. As an exploratory research, this study is the first one covering this specific academic field. It significantly contributed to the international Olympic knowledge base in terms of the post-Olympic utilization of Olympic facilities in Beijing. Through this study, the researcher examined the post-Games status of all the Olympic competition facilities in Beijing, in terms of their management, operation, and utilization. The study was initiated by categorizing those venues. To systematically code the data collected through the investigation, three categories were applied to this study: Category 1 referred to the nature of the venues in terms of them being newly-built, pre-existing, or temporarily-built; Category 2 was based on their geographical disposition in the city; and Category 3 was based on their ownership.

1-1. Category 1: New, Pre-existing, and Temporary

According to BOCOG, of thirty-seven sport venues that were used as the competition sites for the 2008 Beijing Olympic Games, thirty-one venues were located within the city of Beijing, including twelve (12) sport facilities built specifically for the Olympic Games, eleven (11) converted or expanded pre-existing venues, and eight (8) temporary sport facilities built especially for the Games and planned to be transformed

for other functions after the Games or obliterated altogether.¹ Through the investigation, however, the researcher found a difference between the original official BOCOG-established category and the actual existing condition.

Two “pre-existing” venues, in BOCOG’s Official category, were actually newly-built ones based on the researcher’s investigation. The Feng Tai Sport Center Softball Field was built specifically for the 2008 Olympic Games, although there had been a baseball field on the site before the new one was built. The baseball field was too small and old to meet Olympic standards. The government decided to completely demolish the old one and rebuild with a totally new design. The BIT Gymnasium was built before it was selected to be an Olympic venue. However, the investigation showed that the BIT Gymnasium had never been used before the 2008 Olympic Games. In addition, after its completion in 2007, the venue was specifically reconstructed for the Games. Therefore, the two venues should be considered as newly-built. Moreover, the Olympic Tennis Center, also known as the Lotus Tennis Court, was planned to be built as a temporary venue in 2006, according to the Beijing Municipal Commission of Development and Reform.² However, one year later, in 2007, the government changed its mind and built it as a permanent sport facility.³ Therefore, the Olympic competition facilities in Beijing should include fourteen (14) newly-built venues, nine (9) expanded pre-existing venues, and eight (8) temporary venues.

¹ Official Website of BOCOG, “Olympic Venues,” <http://en.beijing2008.cn/venues/>

² Official Website of the Beijing Municipal Commission of Development and Reform, “Beijing Construction Projects in 2006: Temporary Olympic Venues in the Olympic Park,” http://www.bjpc.gov.cn/tzgl/zdjs/2006_zdgc/zdqqxm/aycg_2006/200607/t124920.htm (accessed April 13, 2012).

³ Official Website of the Beijing Municipal Commission of Development and Reform, “Beijing Construction Projects in 2007: Olympic Tennis Center in the Olympic Park,” http://www.bjpc.gov.cn/tzgl/zdjs/2007_zdxc/07zdxc/07zd_ay/200706/t180329.htm (accessed April 13, 2012).

In terms of the eight temporary venues, instead of being dismantled after the Games, three of them continue to be used in their original sports functions, though with a different frequency use for each of them. According to the investigation, the triathlon course at the Ming Tomb Reservoir has been used for national and international triathlon competitions held annually. When it is not in use, the spectator area is empty and locked. The race course has been restored to an urban road for regular traffic on a daily basis. The hockey field in the Olympic Forest Park is open to the public for playing ball games with a user fee applied. There was only one occasion when a professional hockey team trained on the field during the last three and a half years. The Olympic Beach Volleyball Ground at the Chao Yang Park has not been opened to the public after the Games. Beside the venue a beach-theme park was established in 2009 using the sand from the venue. In general, the beach volleyball court has been unused during the last three and a half years, but did host two beach volleyball competitions. As to the other five temporary venues, the fencing area was removed from the China National Convention Center. The cycling urban race course was restored to a regular urban road. The BMX course was abandoned; the site has been empty and locked with no use of any kind. The archery field in the Olympic Sport Park was partially demolished for the construction of a new tennis stadium. The baseball field was completely dismantled, and the site became a “dumping area” after the Games. Considering their poor current condition, and the high-standard of construction originally committed, these temporary venues must be regarded as an absolute waste because there will be no social or financial return generated in the future.

Based on this investigation, the researcher summarized eight avenues of post-Games utilization for the Olympic venues in Beijing: (1) tourism, (2) mass sport

(including leisure time recreation, amateur sport training, and sports meetings), (3) elite sport (including national training bases and national/international competitions), (4) commercial events, (5) public assembly (not sport-related), (6) commercial complexes, (7) educational purposes, and (8) commercial space leasing. Except for those demolished or abandoned, most of the venues in Beijing were utilized in some of the eight ways after the Games. As to the venue post-Games utilization status analyzed through Category 1, the results indicated that those pre-existing venues generally reflected a better current status than those newly-built, but not with respect to those built on university campuses (see Table 1 on next page). Pre-existing venues, such as the Workers' Stadium, CIS, the NOSC Stadium, the NOSC Gymnasium, and the Ying Tung Natatorium, with pre-Olympic traditions in sports event hosting, venue management, and their own business modes, maintained relatively stable revenue sources, good reputations, and loyal customers. According to the study's results, the Olympic Games had little positive influence on those venues in terms of their post-Games operations. However, of those new sport venues built especially for the Olympic Games, competition among them has intensified during the last three and a half years. Competing with their newly-built counterparts, pre-existing venues suffered from such weaknesses as a lack of advanced technology and superior equipment, and less comfortable physical environments. On the other hand, the "software," such as management and operation modes, quality of services, and customer loyalty, could be considered strengths for pre-existing venues.

According to the results, among newly-built venues, those located on university campuses were better utilized than others of the same classification. Most of the new venues on campuses such as the USTB Gymnasium and the BIT Gymnasium, considered

student use for physical education courses as the top priority for venue post-Games utilization. In addition, university venues are also used as assembly places, leisure time recreation areas open to the public, and precincts for commercial events renting. In contrast, some newly-built venues such as the Feng Tai Sports Center Softball Field, the Shun Yi Olympic Aquatic Park, the Olympic Tennis Center, and the Lao Shan Velodrome, have been under utilized after the Olympic Games. Furthermore, venues such as the Beijing Shooting Range Hall and Clay Target Field (SRH & CTF), and the National Indoor Stadium have been single function facilities after the Games. For instance, SRH & CTF have been used only for national team training and competition. Since GASC is the owner of the two venues, the original purpose for the venues was to serve as a training base for national elite athletes. This has not been changed for the last three and a half years.

1-2. Category 2: Location

The researcher also categorized Beijing's Olympic venues based on their geographical distribution. According to BOBICO in 2001, Beijing's Olympic competition venues were to be located in four areas of the city: (1) the Olympic Green (the central area), (2) the Western Community Area, (3) the North Scenic Area and (4) the University Area.⁴ In the Official Report of the Beijing 2008 Olympic Games published in 2010, BOCOG reiterated this same disposition regarding venue geographical distribution.⁵ Realizing the inaccuracy of the BOBICO's distribution statement, the researcher developed a new geographical distribution category for the venues, attempting to place

⁴ *The Candidature File of Beijing for the 2008 Olympic Games Bid* – Volume II, January 2001.

⁵ *Official Report of the Beijing 2008 Olympic Games*, Volume III, pp. 27-38.

all the venues into relevant groups.

Except for the road race cycling route, all thirty venues were grouped into five geographical areas: (1) the Olympic Central Area (including the Olympic Green and NOSC), (2) the West Community Area, (3) the University Area, (4) the East Community Area, and (5) the North Scenic Area. According to this new category, ten Olympic venues were located in the Olympic Central Area; six were in the University Area; eight were in the West Community Area; four were in the East Community Area; and two were located at the North Scenic Area, which was a rural area north of the city.

The investigation showed that generally the venues in the University Area were well utilized after the Games (see Table 2 on next page). This area included five venues built on university campuses plus the Capital Indoor Stadium. In the Olympic Central Area, the three venues (the Stadium, the Gymnasium and the Natatorium) built in the NOSC were well utilized after the Games. In contrast, some venues in the Olympic Central Area, such as the Olympic Tennis Center, the Bird's Nest, and the National Indoor Stadium, show general underuse.

In the West Community Area, the investigation showed that after the Games most of the venues were underused, especially the Beijing Shooting Range Hall and Clay Target Field and the Lao Shan Velodrome, whose main halls were solely used by the national team. Also, the Feng Tai Sports Center Softball Field was underused, partially because of the unpopularity of softball in the city. In contrast, the Lao Shan Mountain Bike Course became a very popular site for biking enthusiasts, though a lack of supervision and maintenance for the course was always an issue after the Games. As to the MasterCard Center, it became a major venue at city-west to hold commercial events.

Table 2. Venues' Post-Games Utilization in Category 2

| | Tourism Destination | For Mass Sports | | | For Elite Sport | | Hosting Commercial Events | Gathering Place (not sport-related) | Commercial Complex | For Education | Commercial Space Leasing |
|---------|----------------------|-----------------|-------------------|----------------|-----------------|--|---------------------------|-------------------------------------|--------------------|---------------|--------------------------|
| | | Recreation | Amateurs Training | Sports Meeting | Training Base | Hosting National/Int'l Sporting Events | | | | | |
| Central | Water Cube | ● | | | | ● | ● | | | | |
| | Bird's Nest | ● | | | | | ● | ● | | | |
| | NIS | | | | | | ● | ● | | | |
| | Tennis Center | | | | | ● | | | | | |
| | Hockey Field | ● | | | | | | | | | |
| | Archery Field | | | | | | | | | | |
| | CNCC | | | | | | ● | ● | ● | | |
| UNIV | NOSC Stadium | | ● | ● | ● | ● | | ● | | ● | ● |
| | NOSC Gym | ● | ● | | | | ● | ● | | ● | ● |
| | Ying Tung Natatorium | ● | ● | | | | | | | | ● |
| | CIS | ● | | | ● | ● | ● | ● | | | ● |
| | PKU | ● | ● | ● | | | ● | ● | | ● | |
| | CAU | ● | | | | ● | ● | ● | | ● | |
| | USTB | ● | ● | ● | | | ● | ● | | ● | ● |
| West | BIT | ● | ● | ● | | | | ● | | ● | |
| | BUAA | ● | | | | | ● | ● | | | ● |
| | Velodrome | | ● | | ● | ● | | | | | |
| | SRH & CTF | | | | ● | ● | | | | | |
| | Mountain Bike Course | ● | | | | | | | | | |
| | BMX Course | | | | | | | | | | |
| | MCC | | | | | | ● | | | | |
| East | Softball Field | | ● | | | ● | | | | | |
| | Baseball Field | | | | | ● | | | | | |
| | Workers' Stadium | ● | | | ● | ● | ● | ● | ● | | ● |
| | Workers' Gym | | | | | | ● | ● | | | ● |
| | Theater | | | | | | ● | ● | | | |
| | BJUT | ● | ● | ● | | | | ● | | ● | |
| | Beach Volleyball | | | | | | | | | | |
| North | Aquatic Park | ● | | | | | | | | | |
| | Triathlon Course | | | | | ● | | | | | |

However, its sport function was weakened due to few national/international competitions being held there after the Games, except for two “commercial games” during the last three and a half years and three CBA Final games in March 2012. Furthermore, adjacent to MCC, the Olympic Baseball Field was demolished directly after the Games. Adjacent to the Mountain Bike Course, the Lao Shan BMX Course has been locked up without any use for three and a half years. Demolishing or abandoning venues at least could save a large amount of maintenance expenses for the owners if cost was really a concern to them.

In the East Community Area, the investigation showed that the Workers’ Stadium and the Workers’ Gymnasium Theater were well utilized after the Games, especially the Workers’ Stadium, with its long tradition in terms of the venue’s business operation and exploitation of sport in the city. It was used not only as a soccer stadium for the Chinese Professional Soccer League, but also a place for commercial events. As well, it served as a business complex by using space under the spectator stands. The BJUT Gymnasium, as the only large scale multifunction gymnasium in city-south, was also well utilized as a public leisure time recreation and sporting place, as well as a popular competition site for badminton. The Chao Yang Park Beach Volleyball Ground was planned to be dismantled after the Games; but it remained intact, though seldom used. The owner of the venue thought that the cost for demolishing the venue would be higher than post-Games maintenance and operation costs. Envisioned daily cost for operation and maintenance would be aggregated over time by an uncertain revenue return to compensate.

The Olympic Central Area and the University Area were adjacent to each other. Both areas were at city-north. The number of the Olympic venues in city-north totaled

sixteen, more than half of the Olympic venues in Beijing. In addition, there were eight venues at city-west, while only four venues were located at city-east. For city-south, there were none. In terms of sport facility service functions for local communities in the city, the geographical distribution of Olympic venues in Beijing reflected an imbalance between city-north and city-south, and between city-west and city-east. As one of the principles of the study, the researcher contended that with the opportunity of hosting the Olympic Games, host cities should strategically consider the balanced development of city sport as one of the most important elements in its blueprint for post-Olympic urban development. However, Beijing's distribution of Olympic venues did not completely serve this strategy.

The imbalance of venue distribution caused at least two problems. First, on the northwestern side of the city, twenty-four Olympic venues were located, which was 80% of Olympic venues in Beijing. Especially at city-north, after the Games, the plentitude of venues (pre-existing ones and newly-built ones) led to competition among them being dramatically increased, which brought more difficulties in terms of their business operation. On the other hand, on the southeastern side of the city, especially city-south, there was no large multifunction sport facility for the public. The BJUT Gymnasium was the only one built within the area of city-south. As to city-east, the Chao Yang Park Beach Volleyball Ground was not opened to the public, but only used for two national/international beach volleyball competitions since the Games closed. This was definitely "underused." As a result, in city-east, only the Workers' Gymnasium Theater and the Workers' Stadium in the Beijing Gong Ti Center were well utilized after the Games. However, considering the large population in the area, the researcher concluded

that the government of the city missed its greatest opportunity, to develop sport facilities for local communities at city-south as well as city-east.

1-3. Category 3: Ownership

The researcher also addressed the question of venue ownership and its impact on operation, management, and use. According to the investigation, Olympic venues in Beijing reflected four types of ownership: (1) government-owned venues, (2) GASC-owned venues, (3) university-owned venues, and (4) private enterprise-owned venues. Based on the information derived from interviews as well as the documents of relevant organizations and official websites of venues, the researcher reported the history, use, current operation condition, and future development of each.

Sixteen Olympic venues in Beijing were owned by multilevel governments, including the Beijing Municipal Government, the Beijing Federation of Trade Unions supervised by the municipality, five district governments also under the supervision of the municipality, and specific government-owned enterprises. Seven venues were owned by GASC, the Ministry of Sport of China. Although GASC might be considered a governmental department, because of its special meaning and importance for Chinese national sport, the venues owned by GASC were separated by the researcher so that their special significance could be dissected. Six venues were owned by universities. Finally, two venues were owned by private enterprise. One of them, the Olympic Baseball Field, was demolished directly following the Games. In addition to GASC, closely associated with government, the six universities were supervised by either the Ministry of Education of China or the Beijing Education Commission, which means that they were actually

under the leadership of government. As a result, for the total of thirty-one Olympic competition venues in Beijing, twenty-nine of them were under the leadership of government directly or indirectly, while the remaining two were owned by private enterprise.

Of the four groups, the University-owned venues, in general, were well utilized after the Games (see Table 3 on next page). All six venues are used as both leisure time recreation and sporting places for the public and university assembly places. Moreover, except for the BUAA Gymnasium, all university venues are used for student physical education courses. Also, except for the BIT Gymnasium, all are available to the public to host commercial events. These venues are also used for student athlete training and for hosting sports meetings for both students and other organizations away from campus. Having a stable user base, namely, students and gym users in the communities nearby, the venues on campuses are utilized more frequently on a daily basis. As sport venues, the more frequently they are used, the better maintenance they gain, and the more they benefit society.⁶ Campus venues proved this well.

In terms of the financial condition and supervision of venues on campuses, there was no direct correlation between revenue the venues generated and the expense incurred. The final decisions for current operation and future direction of venue management and operation modes will be made by university authority. In general, the universities are responsible for supervising the revenue that venues generate. They also cover venue operation expense. Under the umbrella of university authority, the future of these venues

⁶ Ben Blanchard, and Haze Fan, "Beijing's Underused Olympic Venues are Draining Funds," *The Globe and Mail*, April 19, 2012, <http://www.theglobeandmail.com/news/world/from-birds-nest-to-white-elephant-beijings-underused-olympic-venues-are-draining-funds/article2396560/> (accessed April 16, 2012).

Table 3. Venues' Post-Games Utilization in Category 3

| The Venues' Post-Games Utilization in Category 3 | | Tourism Destination | | For Mass Sports | | | For Elite Sport | | Hosting Commercial Events | Gathering Place (not sport-related) | Commercial Complex | For Education | Commercial Space Leasing |
|--|----------------------|---------------------|--|-----------------|-------------------|----------------|-----------------|---------------------------------------|---------------------------|-------------------------------------|--------------------|---------------|--------------------------|
| | | | | Recreation | Amateurs Training | Sports Meeting | Training Base | Hosting National/Intl Sporting Events | | | | | |
| Gov | CNCC | | | | | | | | | ● | ● | | |
| | Water Cube | ● | | ● | | | | ● | ● | | | | |
| | Bird's Nest | ● | | | | | | ● | ● | ● | | | |
| | NIS | | | | | | | | ● | ● | | | |
| | Workers' Stadium | | | ● | | | ● | ● | ● | ● | ● | | ● |
| | Workers' Gym Theater | | | | | | | | ● | ● | | | ● |
| | Aquatic Park | ● | | ● | | | | ● | | | | | |
| | Beach Volleyball | | | | | | | ● | | | | | |
| | Triathlon Course | | | | | | | ● | | | | | |
| | Softball Field | | | | ● | | | ● | | | | | |
| | Tennis Center | | | | | | | ● | | | | | |
| | Hockey Field | | | ● | | | | ● | | | | | |
| | Archery Field | | | | | | | | | | | | |
| | BMX Course | | | | | | | | | | | | |
| GASC | Mountain Bike Course | | | ● | | | | | | | | | |
| | CIS | | | ● | | | ● | ● | ● | ● | | | ● |
| | Velodrome | | | | ● | | ● | ● | | | | | |
| | SRH & CTF | | | | | | ● | ● | | | | | |
| | NOSC Stadium | | | | ● | ● | ● | ● | | ● | | ● | ● |
| | NOSC Gym | | | ● | ● | | | | ● | ● | | | ● |
| | Ying Tung Natatorium | | | ● | ● | | | | | | | | ● |
| | PKU | | | ● | ● | ● | | | ● | ● | | ● | |
| | CAU | | | ● | | | | ● | ● | ● | | ● | |
| | USTB | | | ● | ● | ● | | | ● | ● | | ● | ● |
| UNIV | BUAA | | | ● | ● | | | | ● | ● | | ● | ● |
| | BJUT | | | ● | ● | ● | | ● | ● | ● | | ● | |
| | BIT | | | ● | ● | ● | | | ● | ● | | ● | |
| | MCC | | | | | | | ● | ● | | | ● | |
| Private | Baseball Field | | | | | | | ● | | | | | |

appears secure and predictable: the university will fully support the venue, as long as the venue remains under the complete authority of the university. As long as universities do not take steps towards changing this relationship, something that has not been seen during the last three and a half years, it will be unlikely that a venue's administrative mode, business operation, and financial condition, will change.

For those venues owned by GASC, the investigation showed diverse conditions in terms of their post-Games utilization. The Stadium, the Gymnasium and the Ying Tung Natatorium in NOSC and the Capital Indoor Stadium showed reasonably good utilization condition after the Games. But the other three, the Beijing Shooting Range Hall and Clay Target Field and the Lao Shan Velodrome were relatively underused; indeed the main parts of those venues are used only for elite athlete training. The Velodrome and the shooting complex were specifically built by GASC for national team training after the Olympic Games. No public use was planned. Thus, from one point of view, the venues continue to be used with their original purpose in mind. In addition, the administrative center of each of them generates revenue from other business, which partially compensates for the venue's maintenance expense. For instance, in the Velodrome, the Center utilizes the function rooms around the corridor in the venue to operate a fencing club for youth. But for total operation cost, including especially major repairs and equipment update, it had to depend on financial support from GASC. Making a profit from the venues was not the priority of the supervision departments of those venues. They did not need to generate revenue to offset cost. It was not necessary for them to explore "venue business." If GASC wanted the venues to make a profit, venue management would attempt to do it. But, if there is no direct requirement from GASC

towards revenue generating, then there is no call for marketing development. After all, the major task of these Centers was to serve national teams in a mission to secure Olympic gold medals for the country.

In this group, GASC also financially aided those venues that demonstrated positive conditions of post-Games utilization. These types were all pre-existing and multifunction venues that could generate revenue to help compensate for their daily operation costs. For instance, the Capital Indoor Stadium had been generating revenue from its venue business since the Games concluded. Such revenue partially compensated for its maintenance expenses. However, even if it did not do that task well, the CIS management Center would still operate through the financial support of GASC, because the Center is responsible for the Olympic Gold Medal Strategy of the country, GASC's top priority. GASC would not cast blame the Center because it did not make money from its venue business, but would blame it if the Olympic gold medal count for the country seriously declined. Therefore, GASC-owned venues such as the Velodrome and CIS will unlikely become a "white elephant," as long as the Olympic Gold Medal Strategy exists in China. Correspondingly, it is unlikely that the administrative mode of these venues will change as long as GASC, as the owner, takes no measures towards reform in terms of its own structure and administrative system.

In the "Government-owned" group, there were three sub-groups: (1) state-owned enterprise, (2) municipal level government, and (3) district level government. The ownership of certain venues in this group was transferred: (1) the National Stadium (the Bird's Nest)'s ownership was transferred from the CITIC Consortium Operating Company to BSAM, a state-owned enterprise; (2) ownership of the National Indoor

Stadium (NIS) was transferred from Guo Ao Investment to BPA, another state-owned enterprise; and (3) ownership of the Olympic Tennis Court, Hockey Field and Archery Field altogether, were transferred from BSAM to the Chao Yang District Government. As a result, each of the four Olympic venues in the Beijing Olympic Park: CNCC, NIS, the Water Cube, and the Bird's Nest, are owned by different state-owned enterprises. In addition, nine venues are owned and supervised by five different district governments in Beijing; and the other two in the Gong Ti Center (the Workers' Stadium and the Workers' Gymnasium Theater) belong to the Beijing Federation of Trade Unions.

The venues in the Gong Ti Center had been utilized quite well even before the 2008 Olympic Games. CNCC, owned by Beijing North Star, a state-owned enterprise, hosted the fencing competitions and was used as both the Olympic International Broadcasting Center and Main Press Center during the Games. After the Games the fencing hall was dismantled and the building restored to its originally planned function, that being, an international convention center. Although lacking supervision and proper maintenance, the Lao Shan Mountain Bike Course has become a popular biking site for numerous cycling enthusiasts in the city. The public does not pay to use the site for biking, walking, and climbing. In this group, the four venues noted above demonstrated better utilization status than the others.

The Water Cube is owned by BSAM, a state-owned enterprise. Basically, the venue has been well used as a public aquatic recreation center, especially after its indoor water-theme park commenced to operate in 2009. The Company also leases the main competition hall to clients for hosting commercial events. However, due to the huge operation costs, the operational management company officially admits that the venue

currently faces a CNY 10 million (USD 1.5 million) annual deficit. In addition, as a world-class natatorium, the Water Cube seldom hosted international swimming competitions, considered by many as its major utilization shortcoming after the Games. The venue, closely associated with the Bird's Nest as both are located in the Olympic Park, is one of the landmark tourism destinations in Beijing. During the first two years after the Games, the venue's tourism revenue was significantly high, so that potential questions in terms of post-Games utilization were hardly apparent. But as time passed, tourist enthusiasm declined causing dramatic revenue decreases since the third year after the Games. Although the owner had a post-Games utilization plan for the venue before the Games, the management team made no necessary revisions to the plan based on the changes in social environment, economic situation, and political circumstance over the last five years. The original plan is no longer suitable for the venue, indeed, it has been largely abandoned.

Based on the investigation, the other two venues in the Beijing Olympic Park, the Bird's Nest and the National Indoor Stadium, showed even more underused status than the Water Cube. The ownerships of the two venues changed from different enterprises (state-owned) back to the government; and then the government transferred them to other enterprises (state-owned). The aim was for better control. The ownership transitions might be one of the major reasons for the venues' underused condition. The CITIC consortium signed a "chartered rights agreement" with the Beijing Municipal Government in August 2003, in which the consortium was granted 30-year management rights to the National Stadium. However, one year after the Beijing Olympic Games, the government decided to take over the rights from the consortium. After the transition, the

National Stadium was actually under the full authority of the government. Because of this transition in authority, the first PPP project in China failed. In terms of NIS, the BUCID consortium was also granted a 30-year management rights contract for the venue. At the beginning of 2009, three months after the Paralympics, the government withdrew the rights from the Guo Ao Company (the operating company of the venue representing the consortium) and attempted to transfer the ownership of NIS to BPA, which was a state-owned enterprise whose major business was in the culture and art industry. The operation of NIS under the complete leadership of the Guo Ao Company lasted three months. Due to the dispute between NIS's old owner and the government, the transition process took almost two and half years to complete. Under such a situation, regular post-Games utilization of the two venues was adversely affected.

Based on the investigation, the nine venues owned by five different district governments were underused after the Games. Some of them were targeted to be demolished after the Games, such as the Chao Yang Park Beach Volleyball Ground, the Ming Tomb Reservoir Triathlon Course, and the Olympic Hockey Field. However, they were designed and built under such high architectural and construction criteria that they qualified as permanent venues. Thus, their owners were reluctant to dismantle them. As a result, these venues continued to exist, each one heavily underused. In addition, newly-built permanent venues such as the Shun Yi Aquatic Park, the Feng Tai Sport Center Softball Field, and the Olympic Tennis Center, also showed underutilization conditions. The district governments did not engage specialized professionals to manage and operate the venues; they regarded the venues as extensions of the government's will and behaviors, which led to the venues functioning in a mode dictated by the government

instead of following a free market mechanism. For the other two in this subgroup, the Lao Shan BMX Course and the Olympic Archery Field, the investigation indicated that they were completely unused following the Games. The former has been closed for three and a half years since the Games finished, and the latter was partially demolished to create a site for a new tennis court construction right beside the underused Olympic Tennis Court.

In terms of the final ownership group, there were two Olympic venues in it, the MasterCard Center and the Olympic Baseball Field. Both of them were owned by the Bloomage International Investment Group, the only private owner of Beijing's Olympic venues. The two venues were built together in the Wu Ke Song Sport & Culture Center. The baseball field was demolished right after the Games. The original name of MCC was the Beijing Olympic Basketball Gymnasium, later changed to the Wu Ke Song Arena. After the naming rights sale of the venue to MasterCard in 2010, the venue was officially named MCC. It was the first and only Olympic venue in the city that was rebranded commercially. Based on the investigation, the major business of its post-Games utilization has been to host commercial events; most of which are not sport-related. As the only private enterprise-owned Olympic venue in the city, MCC's financial sheet was balanced and a surplus even appeared after the naming rights sale. One of the key factors influencing the development of MCC has been the relationship between its owner and government, which was the reason why one of MCC's core tasks was to improve such relationships because MCC's future will definitely need government's support.

1-4. Post-Games Use

Through discussion of the three categories, the general conditions regarding post-Games utilization of Olympic competition venues in Beijing were described (see Table 4 on next 3 pages). In general, during the last three and a half years after the Beijing 2008 Olympic Games: (1) the venues built on university campuses were well utilized; (2) the pre-existing venues were largely well utilized, such as the Workers' Stadium, the NOSC Stadium, the NOSC Gymnasium, the Ying Tung Natatorium, and the Lao Shan Mountain Bike Course; (3) the multifunction venues were largely better utilized than those of mono function capacity, such as the Beijing Shooting Range Hall and the Clay Target Field, the Olympic Archery Field, and the Shun Yi Olympic Aquatic Park; (4) the medium scale venues were better utilized than the large scale venues, such as the Bird's Nest and the Shun Yi Olympic Aquatic Park; (5) venues owned by the government, especially the five district governments, were underused, which included the Feng Tai Sport Center Softball Field, the Chao Yang Park Beach Volleyball Ground, the Olympic Tennis Court, the Ming Tomb Reservoir Triathlon Course, and the Olympic Hockey Field; and (6), in contrast, venues owned by the universities, GASC, and private enterprise, showed better utilization portraits than their government-owned (district governments) counterparts. In addition, most of the venues continued to maintain their sport functions, either for mass sport or for elite sport, except for CNCC, NIS, the Workers' Gymnasium Theater, and, of course, those venues demolished.

In terms of the financial condition of the venues, except for MCC, owned by private-enterprise, all receive financial support, more or less, from government or relevant governmental departments, directly or indirectly. Some of the venues, especially

Table 4. A Summary of Venues' Post-Games Utilization

| | | Workers' Stadium | NOSC Stadium | USTB | BJUT | PKU | CIS | NOSC Gym |
|-------------------------------------|--|------------------|--------------|------------|------|-------------|----------------------|----------------------|
| Tourism Destination | | | | | | | | |
| For Mass Sport | Recreation | • | | • | • | • | • | • |
| | Amateurs Training | | • | • | • | • | | • |
| | Sports Meeting | | • | • | • | • | | |
| For Elite Sport | Training Base | • | • | | | | • | |
| | Hosting National/I'tnl Sporting Events | • | • | | • | | • | |
| Hosting Commercial Events | | • | | • | • | • | • | • |
| Gathering Place (not sport-related) | | • | • | • | • | • | • | • |
| Commercial Complex ¹ | | • | | | | | | |
| For Education | | | • | • | • | • | | |
| Commercial Space Leasing | | • | • | • | | | • | • |
| | | BIT | CAU | Water Cube | BUAA | Bird's Nest | Workers' Gym Theater | Ying Tung Natatorium |
| Tourism Destination | | | | • | | • | | |
| For Mass Sport | Recreation | • | • | • | • | | | • |
| | Amateurs Training | • | | | | | | • |
| | Sports Meeting | • | | | | | | |
| For Elite Sport | Training Base | | | | | | | |
| | Hosting National/I'tnl Sporting Events | | • | • | | | | |
| Hosting Commercial Events | | | • | • | • | • | • | |
| Gathering Place (not sport-related) | | • | • | | • | • | • | |

| | | | | | | | | |
|-------------------------------------|--|------------------|------------------|---------------|--------------|----------------------|---------------|-----------|
| Commercial Complex | | | | | | | | |
| For Education | | • | • | | | | | |
| Commercial Space Leasing | | | | | • | • | • | |
| | | Velodrome | Aquatic Park | CNCC | SRH & CTF | Softball Field | MCC | NIS |
| Tourism Destination | | | • | | | | | |
| For Mass Sport | Recreation | | • | | | | | |
| | Amateurs Training | • | | | | • | | |
| | Sports Meeting | | | | | | | |
| For Elite Sport | Training Base | • | | | • | | | |
| | Hosting National/I'tnl Sporting Events | • | • | | • | • | • | |
| Hosting Commercial Events | | | | | | • | • | |
| Gathering Place (not sport-related) | | | | • | | | • | |
| Commercial Complex | | | | • | | | | |
| For Education | | | | | | | | |
| Commercial Space Leasing | | | | | | | | |
| | | Beach Volleyball | Triathlon Course | Tennis Center | Hockey Field | Mountain Bike Course | Archery Field | BMX Field |
| Tourism Destination | | | | | | | | |
| For Mass Sport | Recreation | | | | • | • | | |
| | Amateurs Training | | | | | | | |
| | Sports Meeting | | | | | | | |
| For Elite Sport | Training Base | | | | | | | |
| | Hosting National/I'tnl Sporting Events | • | • | • | | | | |
| Hosting Commercial Events | | | | | | | | |

| | | | | | | | |
|--|--|--|--|--|--|--|--|
| Gathering Place (not sport-related) | | | | | | | |
| Commercial Complex | | | | | | | |
| For Education | | | | | | | |
| Commercial Space Leasing | | | | | | | |

1. Commercial complex included entertainment business, hotels, restaurants, and convention centers.

those built on university campuses and those in NOSC and the Gong Ti Center showed positive financial conditions, while deficits were reported for others, such as the Water Cube and the Bird's Nest. Whether or not a venue showed a positive figure on its financial balance sheet largely depended on the way that the expenses were calculated. For instance, the BUAA Gymnasium showed a positive "bottom line" on its financial sheet because the expenses calculated consisted of human resources, energy, logistics, and maintenance cost, while excluding depreciation of fixed assets. If the depreciation of fixed assets were counted in the cost calculation, not only the BUAA Gymnasium, but all the Olympic venues investigated, would show negative results on their financial balance sheets.

Regarding Olympic venues in Beijing after the Games, their functional status varies. Different types of ownership, geographical locations, administrative systems, management modes, even visions, cannot be directly and simply judged by right or wrong at this time. Furthermore, the evaluations for host cities post-Olympic development are constantly ongoing. For example, Cashman focused on post-Olympic effect on the city of Sydney from 1999 to 2006 during which the changing conditions regarding the Olympic venues in the city were reported and analyzed continually.⁷ The

⁷ Richard Cashman and Anthony Hughes, "Cost and Benefits," in *Staging the Olympics: The Event and Its*

IOC initiated its assessment project regarding the Olympic Games Impact on host cities in 2002. Specifically for Beijing, the project lasted for 11 years since then.⁸ Also, the IOC proposed a 15-year cycle for one Olympic Games regarding its financial impact as well as an impact on natural and built environment and local communities.⁹ Thus, it might be too soon to draw definitive conclusions regarding post-Games utilization of Olympic venues three and a half years after the Games. More time will be needed to test what has to be done to the venues in the city of Beijing. Because of the co-existence of both well-used and underused venues in Beijing based on the investigation, the researcher contended that the status of Beijing's Olympic venues at this point not be evaluated as either positive or negative in general, due to the complicated socio-cultural environment, historical tradition, and rapidly evolving present/future. However, some practical observations can be passed on to potential Olympic host cities.

2. Recommendations

Derived from the investigation, the researcher puts forward fifteen recommendations regarding post-Games utilization of Olympic venues for potential Olympic host cities in the future. The order of the recommendations followed the order of the findings part of the study.

Impact, eds., Richard Cashman and Anthony Hughes (Sydney: UNSW Press, 1999), pp. 195-200; "What is 'Olympic Legacy'?" In *The Legacy of the Olympic Games: 1984-2000*, edited by Miquel de Moragas, Christopher Kennett, and Nuria Puig (Lausanne: International Symposium, November 2002), pp. 31-42; Richard Cashman, *The Bitter-Sweet Awakening: The Legacy of the Sydney 2000 Olympic Games* (Sydney: Walla Walla Press, 2006).

⁸ Beijing Olympic Games Impact (Abstract), a document that is included with the published electronic version Official Report of the Beijing 2008 Olympic Games.

⁹ Christophe Dubi, Pierre-Alain Hug, and Pascal van Griethuysen, "Olympic Games Management: From the Candidature to the Final Evaluation, an Integrated Management Approach." In *The Legacy of the Olympic Games: 1984-2000*, edited by Miquel de Moragas, Christopher Kennett, and Nuria Puig (Lausanne: International Symposium, November 2002), pp. 403-413.

Recommendation 1. Considering the post-Games four-year effect!

As to the first four years after the Olympic Games, this study indicated that the people's enthusiasm in terms of visiting the venues, using the Olympic facilities, and focusing on and enjoying the Olympic spirit will rapidly decline. Moreover, the new Games occurring every four years further dampen enthusiasm about the Olympic venues in the previous host cities. Therefore, energetic use during the first four years after the Games is a must in order to fully take advantage of Olympic momentum. Closing a venue for any reason during the period is a grave danger. If there is a post-Games utilization plan established before the Games, then follow the plan; if not, then refrain from reconstructing, renovating, or altering function. Halting a venue's presence during this four-year period will seriously affect its later operation and development, especially for those major iconic Olympic venues. The first four years after the Games is the "golden time" in terms of Olympic venues' post-utilization; thus, reconsider carefully on carrying out any further reconstruction projects for venues after this period.

Recommendation 2. Making a plan and then revising it constantly!

Having a post-Games utilization plan is good, but not good enough. After the Games conclude, factors such as social environment change and economic circumstance alteration might seriously affect preliminary plans for post-Games venue utilization. The plan might no longer be suitable to changing conditions. Therefore, constant and regular evaluation of the plan should be carried out, adjustments and corrections made, further evaluation undertaken.

Recommendation 3. Avoiding “risk avoidance”!

Modifying or correcting preliminary plans regarding post-Games utilization of venues, approved by “removed” authorities, could pose potential risks. Unavoidably, relevant supervision authorities mandating change will be responsible for the consequences no matter what they will be. However, this should not be an excuse for not acting in a proactive manner in pursuing changes. To deal with potential risks and relevant responsibilities, mechanisms such as responsibility, decision making, risk sharing, and potential crisis management should be associated with preliminary post-Games utilization plans.

Recommendation 4. Considering a sport’s popularity and performance level in cities!

When deciding which Olympic venues should be built permanently for certain sports and which should be built temporarily, the sport’s popularity as well as national elite athlete performance level should be considered. For instance, in Beijing, the Lao Shan BMX field and the Wu Ke Song Baseball Field were built as temporary facilities, because the two sports were quite unpopular in the city and the elite athlete performance level in China was relatively low compared to the world’s top athletes. Therefore, building them as temporary facilities was a wise choice of the authority.

Recommendation 5. Realistically thinking on a venue’s post-Games function!

Planning for post-Games utilization should be based on a venue’s actual functions and scale. The existing conditions of a venue should be considered as the priority for

developing its post-Games utilization, instead of adding new functions or expanding the scale and structure of the venue to match potential new business. Avoiding re-investment on Olympic venues after the Games is an efficient way to reduce its operating cost and generate revenue in the relatively short term.

Recommendation 6. Function-oriented design!

The design of a venue in terms of its layout, functioning structure, and reservation space should be function-oriented toward post-Games utilization so that it will not have to invest extra money after the Games for re-design and reconstruction. Therefore, positioning post-Games function (s) clearly and in detail before the Games is critical for its long-term strategy.

Recommendation 7. Marketing prior to the Olympic Games!

Marketing promotion before the Games for post-Games utilization of Olympic venues must be considered seriously for permanently-built venues. No matter what purposes venues will serve after the Games - serving mass sport, offering commercial space for lease, as a gathering place for holding commercial events, or being a tourist destination - marketing promotions and public relations activities must be carried out before the Games so that the public, the media, and potential clients become fully aware of future use options. A constant public exposure must be enhanced, the sooner the better.

Recommendation 8. Sport-related departments manage on-campus venues!

In terms of those Olympic venues on university campuses, sport-related

departments should manage and operate the venues instead of service departments, logistics departments, supplies departments, maintenance departments, or facilities management departments. Sport-related departments such as recreation centers, faculties of physical education, or athletics supervision centers will place sports, physical education, and recreation-related activities and events as the priority for a venue's post-Games utilization, which is the original purpose for which Olympic venues were built on campus. By doing this, the working emphasis of a venue's operation will focus on serving students from a sport base rather than commercializing the venues for generating profit.

Recommendation 9. Balancing venue location around the city!

Under the condition of meeting the IOC's demands regarding geographical distribution of Olympic facilities for a host city, decision makers of the city should try their best to balance the distribution of Olympic venues, that is, locate the venues (especially those with multi-functions) in areas where sport faculties are lacking. By doing this, Olympic-related infrastructure construction can help the city balance and improve its own urban development in terms of mass sport and residents' participation in physical activity.

Recommendation 10. Management teams switching!

The team that is responsible for operation and management of Olympic venues before and during the Olympic Games should be replaced for post-Games operation and management. The operation focus and working principles for the two-week plus Olympic

events vs. post-Games utilization on a regular daily basis are absolutely different. Specialized professionals must be engaged. If one team can handle the duties professionally in both periods, then fine; otherwise, recomposing the management team is necessary.

Recommendation 11. Targeting user groups for post-Games utilization!

When devising post-Games utilization plans, the purpose as well as the potential user groups of Olympic venues should be clarified. Generally speaking, in terms of those venues built and owned by municipal or district governments, the need for mass sport should be the priority for their post-Games use. On the other hand, venues financed by sport ministries of the country, for instance, GASC in China, can be primarily used for elite athletes on national teams. In addition, those venues built on campuses should focus on both mass sport for students in general and elite sport for gifted student athletes. Those owned and developed by private enterprise should normally focus on exploring commercial sports and cultural events as their major post-Games utilization goals. Based on Beijing's condition investigated in this study, indications were that it was quite difficult to mix two or more purposes or client groups together into one Olympic venue, no matter where it was located and the type of ownership attached.

Recommendation 12. Be careful about the conflict between functions!

Olympic venues, especially those iconic examples such as the Water Cube and the Bird's Nest in Beijing, face conflict in terms of being tourism destinations, gathering places for sports competitions or commercial events, or integrated into population

neighbourhoods. These functional purposes can lead to different requirements for the peripheral environment, structure of the region in which the venues are located, auxiliary facilities, and even administrative modes and operation mechanisms. Therefore, distinguishing the major and minor functional purposes and then identifying the priority for a venue's vision of future development will be an efficient way to minimize the conflict.

Recommendation 13. Professional training offered to venue managers!

Professional training for post-Games management and operation should be offered to venue managers and directors. And the training course should be offered during the preparation phase of the Olympic Games instead of after the Games.

Recommendation 14. Private investment? Be careful!

The Olympic sport venues are always considered public products in China. They are financially and politically supported by multilayered government branches or departments. The study indicated that most of the venues in Beijing were funded by government sources or government-owned enterprises using public funds. In addition, some venues funded by government-owned enterprises were reclaimed right after the Games by the municipal government, such as the Bird's Nest and the National Indoor Stadium. But, fundamentally, it can be seen that three and a half years after the Beijing Games, most of the Olympic venues in the city are directly or indirectly under the authority of government. Furthermore, unlike the United States and other western industrial states where professional sport has vigorously developed for decades, in China,

professional sport is in its early infancy stage. As a result, there are few opportunities that might urge private enterprise to enter the realm of professional sport. Obviously, this suggestion is only pertinent from the perspective of the Beijing Olympic Games. For future host cities, the specific situations have to be applied relevantly.

Recommendation 15. Applying advanced management mode but fitting it into the local social environment!

Certain advanced management and operation modes for Olympic venues, especially those in western countries such as the United States and Australia, have been proved practical and feasible for venue post-Games utilization. However, future host cities have to carefully consider their specific conditions in terms of their own social environments, historical tradition regarding sport and recreation, and cultural context within which the relationship between governmental departments and venue owners might be critical for a venue's development. Thus, combining both sides might be the best way for venue post-Games utilization.

3. Future Research

In terms of possible research on this topic in the future, four aspects are developed based on the current study. First, follow-up research is needed to further investigate the status of the venues in Beijing in two to four years hence. Associated with the current study, future research will extend a longitudinal line that can achieve a further and longer-term assessment of post-Games utilization of Beijing's Olympic venues. Second, deeper investigation regarding district government-owned venues should be done in the

future. During the investigation for the current study, because of certain accessibility issues, the investigation of district government-owned venues was limited, which might influence the evaluation in general. Thus, future study should be focused on those types of venues in Beijing. Third, the possibility of privatization of the government-owned venues in Beijing should be studied in the future. Although currently most of the venues in the city are owned by governments or governmental authorities, given the fast pace of development and reform in China, possible privatization of sport facilities in the future cannot be ignored. Lastly, two relationships should be treated in future research. In terms of the government-owned venues, the relationship between the government's administrative system and the venues should be carefully weighed, because it is the key factor that will influence future development of the venues. And, in terms of those GASC-owned venues, the relationship between the strategy of Chinese national sport and the venues should be examined even more thoroughly, because it will directly decide possible reform of the venues in the future, in terms of management modes and supervision structures.

Bibliography

Books and Journal Articles

- Andranovich, Greg, Matthew J. Burbank, and Charles H. Heying. "Olympic Cities: Lessons Learned from Mega-event Politics." *Journal of Urban Affairs* 23, no. 2 (2001).
- Cashman, Richard. *The Bitter-Sweet Awakening: The Legacy of the Sydney 2000 Olympic Games*. Sydney: Walla Walla Press, 2006.
- Cashman, Richard, and Anthony Hughes. "Cost and Benefits." In *Staging the Olympics: The Event and Its Impact*, edited by Richard Cashman and Anthony Hughes, 195-200. Sydney: UNSW Press, 1999.
- Chalkley, Brian, and Stephen Essex. "Urban Development through Hosting International events: History of the Olympic Games." *Planning Perspectives* 14, no. 4 (1999).
- Chen, Rui, and Jie Dong. "Post-Games Operation of Beijing Olympic Venues." *Sports Culture Guide*, no. 9 (2010).
- Chen, Xiaotian, and Lei Ren. "The Evolution of the Planning and Composition of Olympic Stadium in a Century." *Urban Planning Forum*, no. 1 (2007).
- Creswell, John W. *Qualitative Inquiry and Research Design: Choosing among Five Traditions*. Thousand Oaks, CA, USA; London, UK; New Delhi, India: SAGE Publications, 1998.
- Cui, Kankan. "Commercialism of Post-Games Utilization of Beijing Olympic Venues." *Marketing China*, no. 10 (2007).
- Essex, Stephen, and Brian Chalkley. "Olympic Games: Catalyst of Urban Change." *Leisure Studies* 17, (1999).
- Gerlach, Larry. "From Gathering Place to Visitor's Center: Power, Politics, and Salt Lake City's Olympic Legacy Park." *OLYMPIKA: The International Journal of Olympic Studies*, XIX (2010).
- Gillet, Kit. "A Sporting Legacy?" *China International Business*, (October 8, 2008).
- Gold, John R., and Margaret M. Gold, eds. *Olympic Cities: City Agendas, Planning and the World's Games, 1896 – 2012*. London and New York: Routledge, 2007.
- Gratton, Chris, and Ian Henry, eds. *Sport in the City: The Role of Sport in Economic and Social Regeneration*. London and New York: Routledge, 2001.

- Gratton, Chris, and Holger Preuss. "Maximizing Olympic Impacts by Building up Legacies." *International Journal of the History of Sport* 25, no. 14 (December 2008).
- Guo, Wuyi, Jingdan Shu, and Ying Liu. "Post-Games Development Mode of Olympic Gymnasium at College in Beijing." *Journal of Hebei Institute of Physical Education* 24, no. 2 (March 2010).
- Guo, Wuyi, Jingyi Wan, and Feng Ding. "Functions and Values of Sport Venues in the Universities and Their Post-Games Utilization." *Market Modernization*, no. 535 (April 2008).
- Guo, Wuyi, Jingyi Wan, and Feng Ding. "Some Thoughts on Naming Right of the Olympic Venues in China." *Sport Culture Guide*, (June 2008).
- Guo, Wuyi, Jingyi Wan, and Xi Zhang. "Operation and Management of Olympic Gymnasiums in Colleges and Universities after the Games." *Experimental Technology & Management* 25, no. 8 (August 2008).
- Guo, Xian. "The Bid of the Project of Wu Ke Song Culture & Sport Center: An Exploration of Multi Investments of Olympic Projects." *Project Management Technology* 6, no. 4 (April 2008).
- Hiller, Harry. "Assessing the Impact of Mega-events: A Linkage Model." *Current Issues in Tourism* 1, no. 1 (1998).
- Hiller, Harry. "Post-event Outcomes and the Post-modern Turn: The Olympics and Urban Transformations." *European Sport Management Quarterly* 6, no.4 (December, 2006).
- Hu, Yizhi, and Weimin Zhou. "Conversion of Olympic Functional Zone: The Significance of Sydney Mode to Beijing." *Beijing Planning Review*, no. 2 (2009).
- International Olympic Committee. *The Legacy of the Olympic Games: 1984-2000*. Lausanne: International Symposium, November 2002.
- Jin, Shan. "If the Post-Olympic could Happen in Beijing." *Tong Zhou Gong Jin*, no. 4 (2008).
- Kasimati, Evangelia. "Economic Aspects and the Summer Olympics: A Review of Related Research." *International Journal of Tourism Research* 5, no. 6 (2003).
- Lei, Li. "Innovating Public Service of Olympic Venues and Promoting Cities' Overall Functions." *China Urban Economy*, no. 10 (2010).
- Lenskyj, Helen. *The Best Olympics Ever?: Social Impacts of Sydney 2000*. Albany: State University of New York Press, 2002.

- Li, Guanyun. "Olympic Legacies." *China Entrepreneur*, no. 14 (2008).
- Li, Huangxing, Yiti Wang, and Xudong Wan. "A Summary of Research Studies on Beijing Olympics and City Development." *Beijing Planning Review*, no. 2 (2009).
- Li, Jiawei. "Gene Controlled Bird's Nest." *China Weekly*, (June 2010), <http://www.chinaweekly.cn/bencandy.php?fid=45&id=4894> (accessed March 8, 2012).
- Li, Yan, and Yajing Gao. "Inspiration for Large Scale Venues Construction and Management." *Journal of Hebei Institute of Physical Education* 24, no. 6 (November 2010).
- Lin, Xianpeng. "Research on the Construction and Post-Games Utilization of Modern Olympic Venues." *Journal of Beijing Sport University* 28, no. 11 (November 2005).
- Liu, Jizhi. "Overall Utilization of Olympic Venues." *Chinese Economic & Trade Herald*, no. 16 (2009).
- Liu, Shaoying. "Long He's Sport Thoughts and the Development of Mass Sports." *People's Tribune*, no. 37 (2011).
- Liu, Xiaohui. "The Operation and Management of Beijing Olympic Stadium: A Lesson from Sydney and Athens." *Journal of Hui Zhou University* 29, no. 6 (December 2009).
- Liu, Yunyue. "Anniversary for Beijing Olympics." *Bing Tuan Jian She*, no. 8 (2009).
- Liu, Yuzhu, and Hong Li. "Development Model of Sport Tourism in Beijing after the Olympics." *Journal of Mudanjiang University* 19, no. 5 (May 2010).
- Malfas, M., E. Theodoraki, and B. Houlihan. "Impacts of the Olympic Games as Mega-events." *Municipal Engineer* 157, no. 3 (September 2004).
- McIntyre, Lisa J. *Need to Know: Social Science Research Methods*. New York, NY, USA: McGraw Hill, 2005.
- Poynter, Gavin, and Iain MacRury, eds. *Olympic Cities: 2012 and the Remaking of London*. Farnham, England; Burlington, VT: Ashgate, 2009.
- Preuss, Holger. *The Economics of Staging the Olympics: A Comparison of the Games 1972-2008*. Cheltenham, UK; Northampton, MA, USA: Edward Elgar, 2004.
- Ren, Hai. "Impacts of Olympic Games on the Host Cities and Countries," *Journal of Sport and Science* 27, no. 1 (January 2006).

- Ritchie, Brent. "Assessing the Impact of Hallmark Events: Conceptual and Research Issues." *Journal of Travel Research* 23, no. 2 (1984).
- Rothe, J. Peter. *Qualitative Research: A Practical Guide*. Toronto, ON, Canada: RCI/PDE Publications, 1993.
- Shi, Qingfu, and Zhenwei Feng. "Financial Analysis of Beijing Olympic Games." *Sport*, no. 20 (April 2011).
- Shi, Zhenguo. "Consideration about Olympic Games Stadium Building Sustainable Development of Peking in 2008." *Journal of Capital Institute of Physical Education* 16, no. 3 (September 2004).
- Short, John R. "Globalization, Cities and Summer Olympic Games." *City* 12, no. 3 (December, 2008).
- Sun, Shuzong. "An Analysis of the Useful Value of the Olympic Fields and Stadium after 08' Beijing Olympic Games." *Liaoning Sport Science and Technology* 31, no. 1 (February 2009).
- The 2008 Annual Summary of Research Studies on Beijing Olympic Year. *Beijing Social Science*, no. 1 (2009).
- Tian, Luyang. "Operation Mode of Olympic Venues after the Olympic Games." *Value Engineering*, no. 4 (2011).
- Wan, Xudong. "The Inspiration on the Site Selection and Project Management of Beijing Olympic Venues." *Beijing Planning Review*, no. 2 (2009).
- Wang, Gaiyan. "Analysis of the Olympic Archives Heritage." *Sichuan Sports Science*, no. 1 (March 2011).
- Wang, Weixue. "Post-Games Utilization of Large-Scale Sport Venues In Beijing." *Journal of Yangtze University* 6, no. 3 (September 2009).
- Wang, Xueshi, and Huiping Guo. "Management Strategy of Gymnasium Operation after the 2008 Beijing Olympic Games." *Journal of Wuhan Institute of Physical Education* 41, no. 12 (December 2007).
- Wang, Yong, and Renwei Zhao. "Burden or Wealth: Beijing Olympic Venues." *China Market*, no. 12 (2010).
- Wang, Zhengang. "Olympic Economy and Direction of Post-Olympic Development in China." *Securities & Futures of China*, no. 4 (2010).
- Wood, Clement. "Costly Sporting: Greece's Post-Olympic Woes." *Harvard International*

Review, (Spring, 2005).

Yang, Cheng. "Bird's Nest Realizing Dreams." *Global Sport Market*, no. 1 (February 2010).

Zhang, Bizhu. "Olympic Venues in Universities, Part II." *China Modern Education Equipment*, no. 8 (2008).

Zhang, Peng. "Olympic Venues in Universities, Part I." *China Modern Education Equipment*, no. 7 (2008).

Zhang, Xiaojun. "How We can Do to Olympic Venues after the Games." *China Economic & Trade Herald*, no. 19 (2004).

Zhang, Xin. "Some Thoughts on Post-Games Utilization of Beijing Olympic Venues." *Theoretic Observation* 59, no. 5 (2009).

Zhao, Guang. "The Stadium Construction Programming and Later Usage for 2008 Beijing in Olympic Games." *Journal of Nanjing Institute of Physical Education* 17, no. 1 (2003).

Zhou, Haiyun. "Research on the Phenomenon of Olympic Economy Decrease." *Productivity Research*, no. 11 (2009).

Zhu, Jie, Yang Zhang and Wenyi Duan. "Comparative Study on Post-Games Management and Operation for Large-Scale Sport Venues." *Gansu Keji Zongheng (Gansu Province Science)* 39, no. 2 (2010).

Zimbalist, Andrew. "Is it Worth It?" *Finance & Development* 47, no. 1 (March 2010).

Published Documents

Beijing 2008 Olympic Games Bidding Committee. *Candidature File of Beijing for the 2008 Olympic Games Bid* (January 2001).

Beijing 2008 Olympic Games Bidding Committee. *Replies to the Applicant City Questionnaire regarding Sport Facilities* (January 2001).

Beijing 2008 Project Construction Headquarters Office. *Beijing Olympic Venues and Related Facilities* (2006).

Beijing Municipal Government. *Beijing Olympic Action Plan*. (2003).

Beijing Olympic Park Administration Committee. *2010 Beijing Olympic Park Culture Development Forum – Collection of Speech and News Collectanea*.

Beijing Olympic Park Administration Committee. *Beijing Olympic Park* (2009-2011)

Beijing Organizing Committee for the Games of the XXIX Olympiad. *Official Report of the Beijing 2008 Olympic Games*.

International Olympic Committee. *The Final Report of the IOC Coordination Commission for the Games of the XXIX Olympiad – Beijing 2008*. Lausanne: January 2010.

National Audit Office of the PRC. *Audit Result Announcement: Financial Balance Conditions of the Beijing Olympic Games and the Auditing Result of the Olympic Venues Construction Projects*. (2009).

Online Sources

Official Website of Beijing Gong Ti Center

Official Website of Beijing Municipal Commission of Urban Planning,

Official Website of BOCOG.

Official Website of BOPAC

Official Website of BSAM

Official Website of Beijing Municipal Bureau of Sports

Official Website of CCTV Sport Channel

Official Website of Chang Ping District Government

Official Website of Chao Yang Park

Official Website of China Agriculture University Gymnasium

Official Website of China Association of Construction Enterprise Management

Official Website of China Daily

Official Website of China National Convention Center

Official Website of China Sports Industry International

Official Website of Chinese Softball Association

Official Website of Feng Tai District Sport Bureau

Official Website of the International Olympic Committee

Official Website of National Audit Office of the People's Republic of China

Official Website of Peking University Gymnasium

Official Website of People's Daily

Official Website of Shun Yi District Government

Official Website of State-owned Assets Supervision and Administration Commission of
People's Government of Beijing Municipality

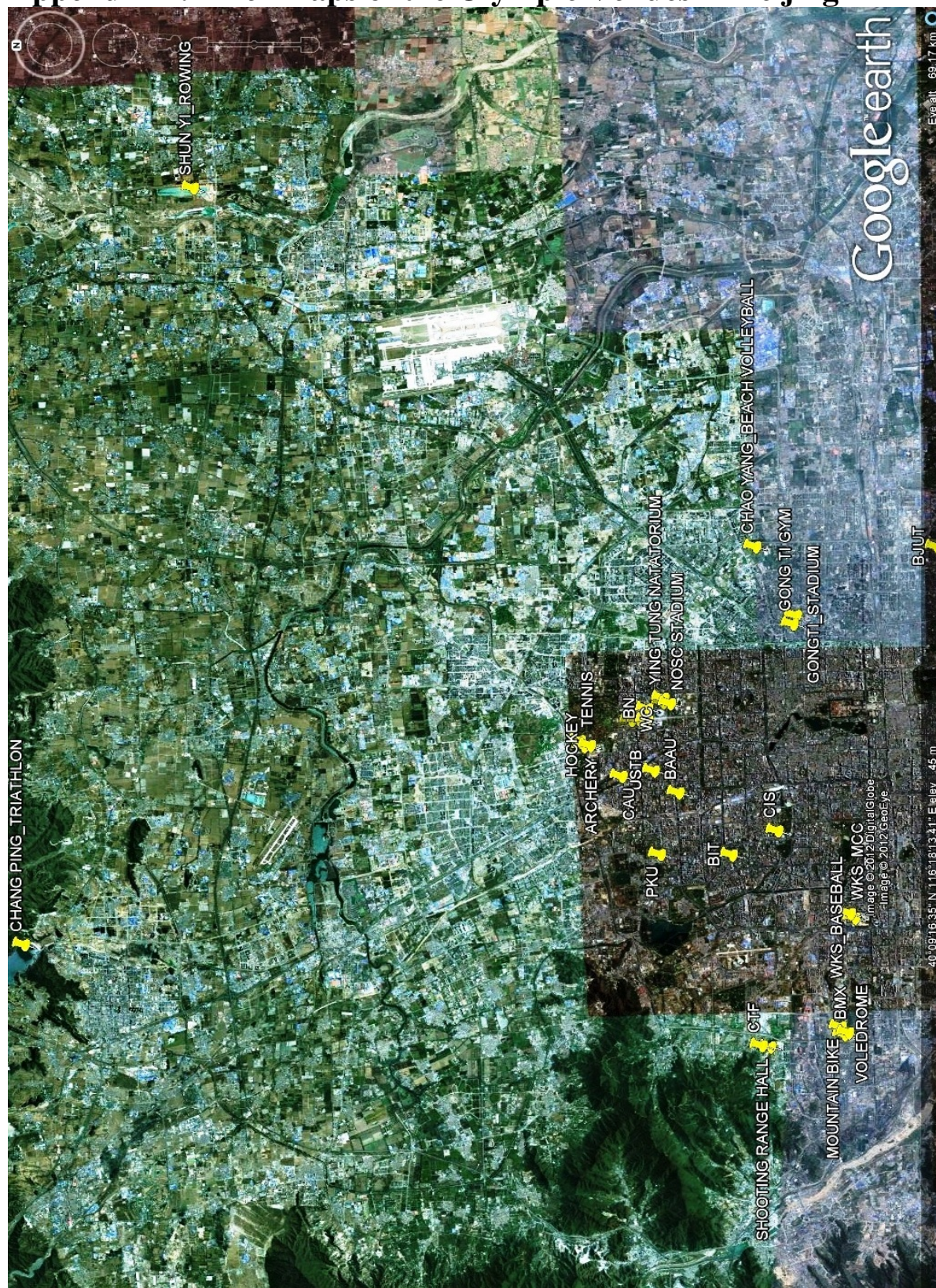
Official Website of University of Science & Technology Beijing Gymnasium

Official Website of Water Cube

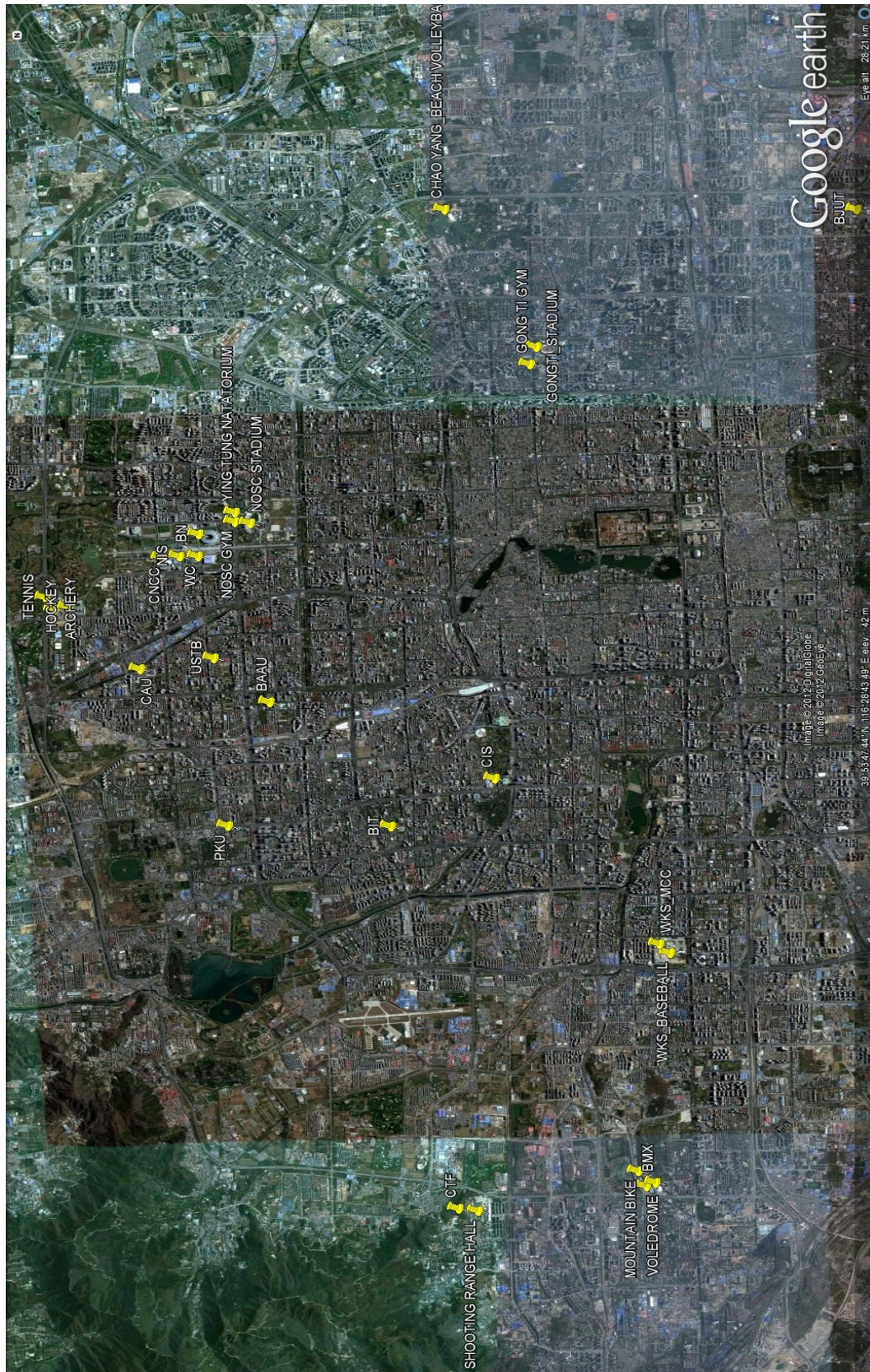
Official Website of Xin Hua News Agency

Online Portal of Beijing Municipal Government

Appendix A. Brief Maps of the Olympic Venues in Beijing



Source: Google Earth (the author marked all the venues' locations)



Source: Google Earth (without the Triathlon Course and the Shun Yi Aquatic Park)

Appendix B. List of the Olympic Venues in Beijing

| Newly-Built Olympic Venues (12) | |
|---|--|
| Venue Name | Sports Events |
| National Stadium (Bird's Nest) | Athletics, Football Final, and Opening/Closing Ceremonies |
| National Aquatic Center (Water Cube) | Swimming, Diving, and Synchronized Swimming |
| National Indoor Stadium (NIS) | Gymnastics, Artistic, Trampoline, and Handball Final |
| Olympic Green Tennis Center | Tennis |
| Beijing Shooting Range Hall | Shooting (Pistol and Rifle) |
| Lao Shan Velodrome | Track Cycling |
| Shun Yi Olympic Rowing-Canoeing Park | Rowing, Canoeing/kayak Flatwater, Canoeing/Kayak Slalom, and Marathon Swimming |
| Wu Ke Song Indoor Stadium | Basketball |
| Peking University (PKU) Gymnasium | Table Tennis |
| China Agricultural University (CAU) Gymnasium | Wrestling |
| University of Science and Technology Beijing (USTB) Gymnasium | Judo and Taekwondo |
| Beijing University of Technology (BJUT) Gymnasium | Badminton and Gymnastics (Rhythmic) |
| Converted or Expanded Existing Venues (11) | |
| Beijing Institute of Technology (BIT) Gymnasium | Volleyball |
| Beihang University (BUAA) Gymnasium | Weightlifting |
| Beijing Shooting Range Clay Target Field | Skeet Shooting and Trap Shooting |
| Feng Tai Softball Field | Softball |
| Capital Indoor Stadium (CIS) | Volleyball Final |
| Workers' Stadium | Football |
| Workers' Gymnasium | Boxing |
| Lao Shan Mountain Bike Course | Mountain Bike Cycling |
| Olympic Sports Center Stadium NOSC | Football, Modern Pentathlon (Riding and Running) |
| Olympic Sports Center Gymnasium | Handball |
| Ying Tung Natatorium | Water Polo and Modern Pentathlon (Swimming) |
| Temporary Venues (8) | |
| China National Convention Center (CNCC) | Fencing and Modern Pentathlon (Fencing and Shooting) |
| Olympic Green Archery Field | Archery |
| Olympic Green Hockey Field | Field Hockey |
| Wu Ke Song Baseball Field | Baseball |

| | |
|--|------------------|
| Chao Yang Park Beach Volleyball Ground | Beach Volleyball |
| Lao Shan BMX Field | BMX |
| Triathlon Venue | Triathlon |
| Urban Road Cycling Course | Road Race |

Sources: Official Website of BOCOG and the Official Report of the Beijing 2008 Olympic Games.

Appendix C. Outline of Interview Questions

Part I. The history of the venue.

1. When was it built? And was it specifically built for the 2008 Olympic Games, or a renovated one, or a re-built one on the top of an existing venue in the city?
2. About the venue's location? Who was (were) the decision-maker (s)? What reasons were considered when the decision regarding the location was made? And in addition to sport consideration and budget consideration, is there any consideration regarding its future function around local community? From a current point of view, please describe the advantages (or disadvantages) of the location.
3. What were the main/original functions and features of the venue? And what kinds of sport events were hosted during the 2008 Olympic Games?
4. What was the original ownership of the venue before and during the 2008 Olympic Games? And was the investor the owner?
5. What was the total cost/financing scheme if the venue was brand-new and built specifically for the 2008 Olympic Games? And who paid for the design and construction (central/municipal government or private/corporate)?
6. (If the venue is a renovated or redesigned one), why and how could the venue be chosen as a major Olympic site (based on what you knew about, what could be the main principles for the Beijing Olympic sites and venues chosen among the existing sport venues)? What was the original functions/features and scale of it prior to the change and how about the new one? What was the major difference between them? Who was the original owner and what about the new one? Who paid for the design and construction cost? And what was the total cost?
7. Was there any plan made at the beginning for the venue's utilization and management after the Games? If yes, please describe it briefly, such as what was it about? Who made it? Who would be the one responsible for the future of the venue? What would be the financial resources for the future of the venue? What would be the targeted purpose and functions of the venue in the future? And was it a legal agreement or a kind of suggestion without legal effect?
8. (If the answer to the above question is NO), please talk about the reasons for the lack of plan for the venue's future utilization after the Games.
9. Is there anything that relates to the history of the venue that you feel I did not touch on that you would like to comment on?

Part II. The venue's present status.

10. As the manager/supervisor/director of the venue, looking back three years, what do you think can be the major contributions of the venue to the community as well as the city? And if any, what do you think can be the major concerns for the venue currently?
11. Please describe current functionality of the venue (in general sport-related use, in specific sport-related use, or multi-functional purpose for both sport-related and non sport-related use). Speaking of the functions, are there any different functions between the Games period and post-Games period?
12. Compared with its original settings, is there any change on scale, layout, capacity, or functioning structure? If yes, please provide details or any written materials regarding it. And why did these changes happen?
13. Has the ownership of the venue been changed since the 2008 Olympic Games finished? If yes, please talk about the transition of the ownership as well as the context and background information.
14. What are the annual operational and maintenance cost of the venue (including any expenditures of structural redesign, personnel cost, technique upgrading)? And is there any financial legacy from the Games or the Olympic Movement that can offset the cost?
15. Is there a healthy financial condition for the venue now? If yes, what is the primary financial resource for the venue to make it gaining profit during the last three years? If not, what can be defined as the major problems or difficulties that cause the financial deficit for now? Please give details about either of the situations.
16. Who have been the tenants or major patrons of the venue during the last three years? Who are the expected majority customers whom the venue serves? What kind of services does the venue provide? And is there any change about service content and targeted patrons during the last three years?
17. As the manager/supervisor/director of the venue, what do you think can be considered both major strengths and weaknesses of current operating conditions of the venue? Please provide details to support your point of view.
18. Is there anything that relates to present status of the venues that you feel I did not touch on that you would like to comment on?

Part III. The future of the venue.

19. Please identify if, by now, there is any potential plan for the future development, with either short term goal or long-term strategy. If there is a plan, does it come from the private ownership, municipality, or a public-private joint venture? And is the plan a part of the strategic development of the city or local district?
20. If there is a certain of financial profit coming from the operation of the venue, how can it be distributed and is there any expansion plan for it?
21. If the venue has any financial trouble now, as the manager/supervisor/director of the venue, what are you going to do? Is that possible that municipal authority could help out?
22. What do you think can be considered both major opportunities and threats for the future of the venue? Please provide details to support your point of view.
23. If there are both “DO list” and “DO NOT DO list” regarding post-Games utilization of Olympic venues for future Olympic host cities or venues’ owners; what points do you think should be put on the lists?
24. Is there anything that relates to future development of both your own venue and Olympic venues in general that you feel I did not touch on that you would like to comment on?

Appendix D. Venue Category by Newly, Pre-existing and Temporarily Built

| Newly-built Venues (12) | Existing Venues (11) | Temporary Venues (8) |
|---|---|--|
| National Stadium (Bird's Nest) | Workers Gymnasium | Road Cycling Course |
| National Indoor Stadium (NIS) | Workers Stadium | Triathlon Venue |
| National Aquatic Center (Water Cube) | Capital Indoor Stadium (CIS) | Chao Yang Park Beach Volleyball Ground |
| Olympic Green Tennis Court | Beihang University Gymnasium (BUAA) | Wu Ke Song Baseball Field (Dismantled) |
| Beijing Shooting Range Hall | Beijing Institute of Technology Gymnasium (BIT) | Fencing Hall - China National Convention Center (CNCC) |
| Lao Shan Velodrome | Feng Tai Sports Center Softball Field | Olympic Green Hockey Stadium |
| MasterCard Center Wu Ke Song Arena (Olympic Basketball Stadium) | Lao Shan Mountain Bike Course | Olympic Green Archery Field |
| Peking University Gymnasium (PKU) | National Olympic Sports Center Stadium | Lao Shan Bicycle Moto Cross (BMX) Venue (Scrapped) |
| China Agricultural University Gymnasium (CAU) | National Olympic Sports Center Gymnasium | |
| University of Science & Technology Beijing Gymnasium (USTB) | Ying Tung Natatorium | |
| Beijing University of Technology Gymnasium (BJUT) | Beijing Shooting Range Clay Target Field | |
| Shun Yi Olympic Rowing-Canoeing Park | | |

Source: Created by the author

Appendix E. Venue Category by Geographical Location

| Location | Beijing Olympic Venues |
|--|--|
| Olympic Central Area (Olympic Green & NOSC) | National Stadium (Bird's Nest) |
| | National Indoor Stadium (NIS) |
| | National Aquatic Center (Water Cube) |
| | Olympic Green Tennis Court |
| | Fencing Hall - China National Convention Center (CNCC) |
| | Olympic Green Hockey Stadium |
| | Olympic Green Archery Field |
| | National Olympic Sports Center Stadium |
| | National Olympic Sports Center Gymnasium |
| | Ying Tung Natatorium |
| West Community Area | Beijing Shooting Range Hall |
| | Beijing Shooting Range Clay Target Field |
| | Lao Shan Velodrome |
| | Lao Shan Mountain Bike Course |
| | Lao Shan Bicycle Moto Cross (BMX) Venue (Scrapped) |
| | MasterCard Center-Wu Ke Song Arena (Olympic Basketball Stadium) |
| | Wu Ke Song Sports Center Baseball Field (Dismantled) |
| | Feng Tai Sports Center Softball Field |
| University Area | Peking University Gymnasium (PKU) |
| | China Agricultural University Gymnasium (CAU) |
| | University of Science & Technology Beijing Gymnasium (USTB) |
| | Beijing Institute of Technology Gymnasium (BIT) |
| | Beihang University Gymnasium (BUAA) |
| | Capital Indoor Stadium (CIS) |
| East Community Area | Workers Stadium |
| | Workers Gymnasium |
| | Chao Yang Park Beach Volleyball Ground |
| | Beijing University of Technology Gymnasium (BJUT) |
| North Scenic Area | Triathlon Venue |
| | Shun Yi Olympic Rowing-Canoeing Park |
| | Road Cycling Course |

Source: Created by the author based on the investigation

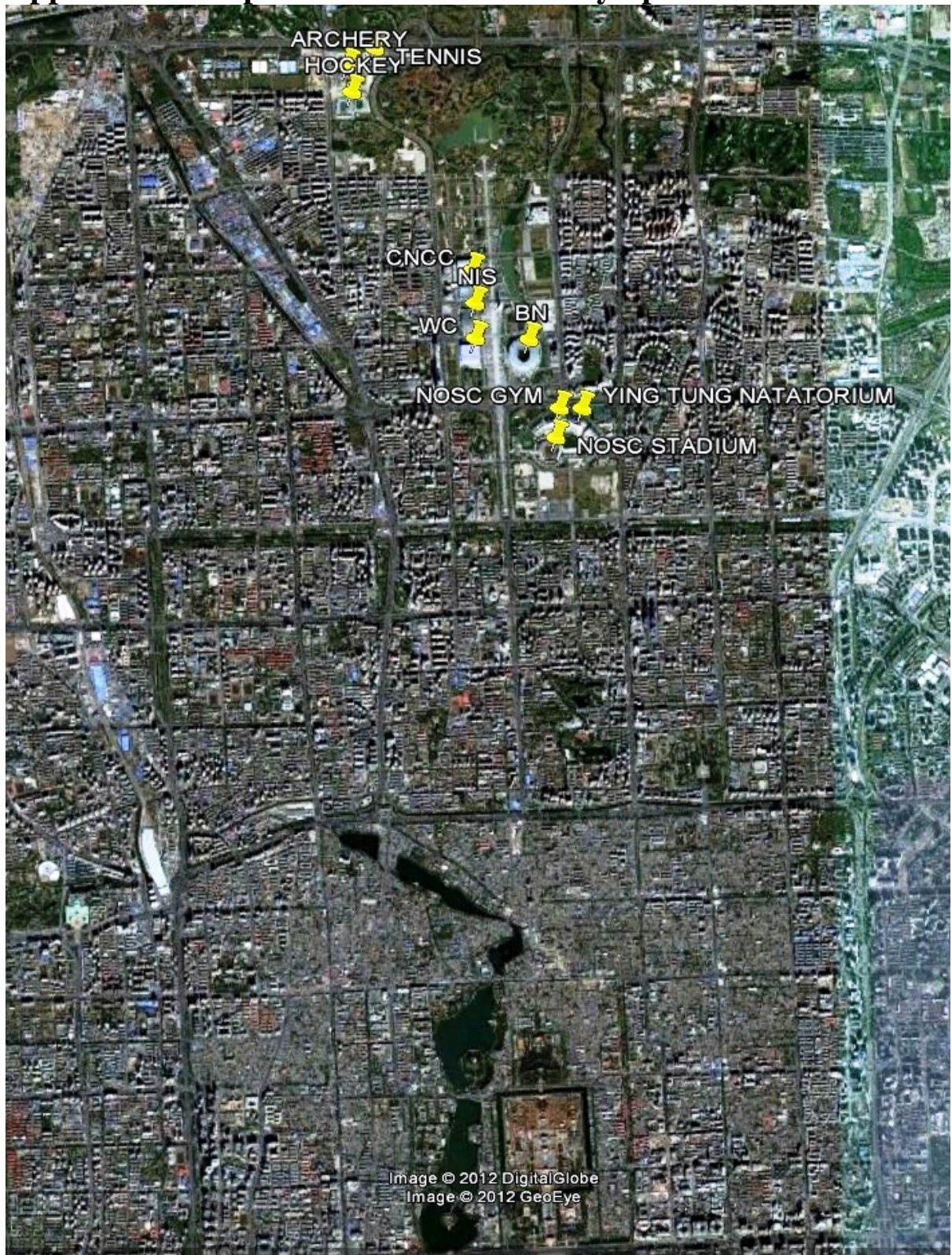
Appendix F. Ownerships of the Venues

| OWNERSHIP | | | Beijing Olympic Venues |
|---|-----------------------------|--|--|
| Government-owned | State-owned Enterprises | BSAM | National Aquatic Center (Water Cube) |
| | | Beijing North Star Co., Ltd. | Fencing Hall - China National Convention Center (CNCC) |
| | Municipal level | Beijing Federation of Trade Unions | Workers' Stadium |
| | | Beijing Municipality | Workers' Gymnasium |
| | District level | Shi Jing Shan Distr. Gov. | Road Cycling Course |
| | | | Lao Shan Bicycle Moto Cross (BMX) Field |
| | | Chao Yang Distr. Gov. | Lao Shan Mountain Bike Course |
| | | | Chao Yang Park Beach Volleyball Ground |
| | | Chang Ping Distr. Gov. | Triathlon Venue |
| | | Shun Yi Distr. Gov. | Shun Yi Olympic Rowing-Canoeing Park |
| | | Feng Tai Distr. Gov. & Sport Bureau of Feng Tai Distr. | Feng Tai Sports Center Softball Field |
| | Transferred Ownership | CITIC Consortium Stadium Operating Company to BSAM | National Stadium (Bird's Nest) |
| | | Guo Ao Investment (Consortium of Investors) to BJPAG | National Indoor Stadium (NIS) |
| | | BSAM to Chao Yang Distr. Gov. | Olympic Green Tennis Court |
| | | | Olympic Green Hockey Stadium |
| | Olympic Green Archery Field | | |
| General Administration of Sport, China (GASC) | | | Capital Indoor Stadium (CIS) |
| | | | Beijing Shooting Range Hall |
| | | | Beijing Shooting Range Clay Target Field |
| | | | Lao Shan Velodrome |
| | | | NOSC Stadium |
| | | | NOSC Gymnasium |

| | |
|--------------------------|--|
| | Ying Tung Natatorium |
| University-owned | Peking University Gymnasium (PKU) |
| | China Agricultural University Gymnasium (CAU) |
| | University of Science & Technology Beijing Gymnasium (USTB) |
| | Beijing University of Technology Gymnasium (BJUT) |
| | Beijing University of Aeronautics and Astronautics Gymnasium (BUAA) |
| | Beijing Institute of Technology Gymnasium (BIT) |
| Private Enterprise-owned | MasterCard Center-Wu Ke Song Arena (Olympic Basketball Stadium) |
| | Wu Ke Song Sports Center Baseball Field (Dismantled) |

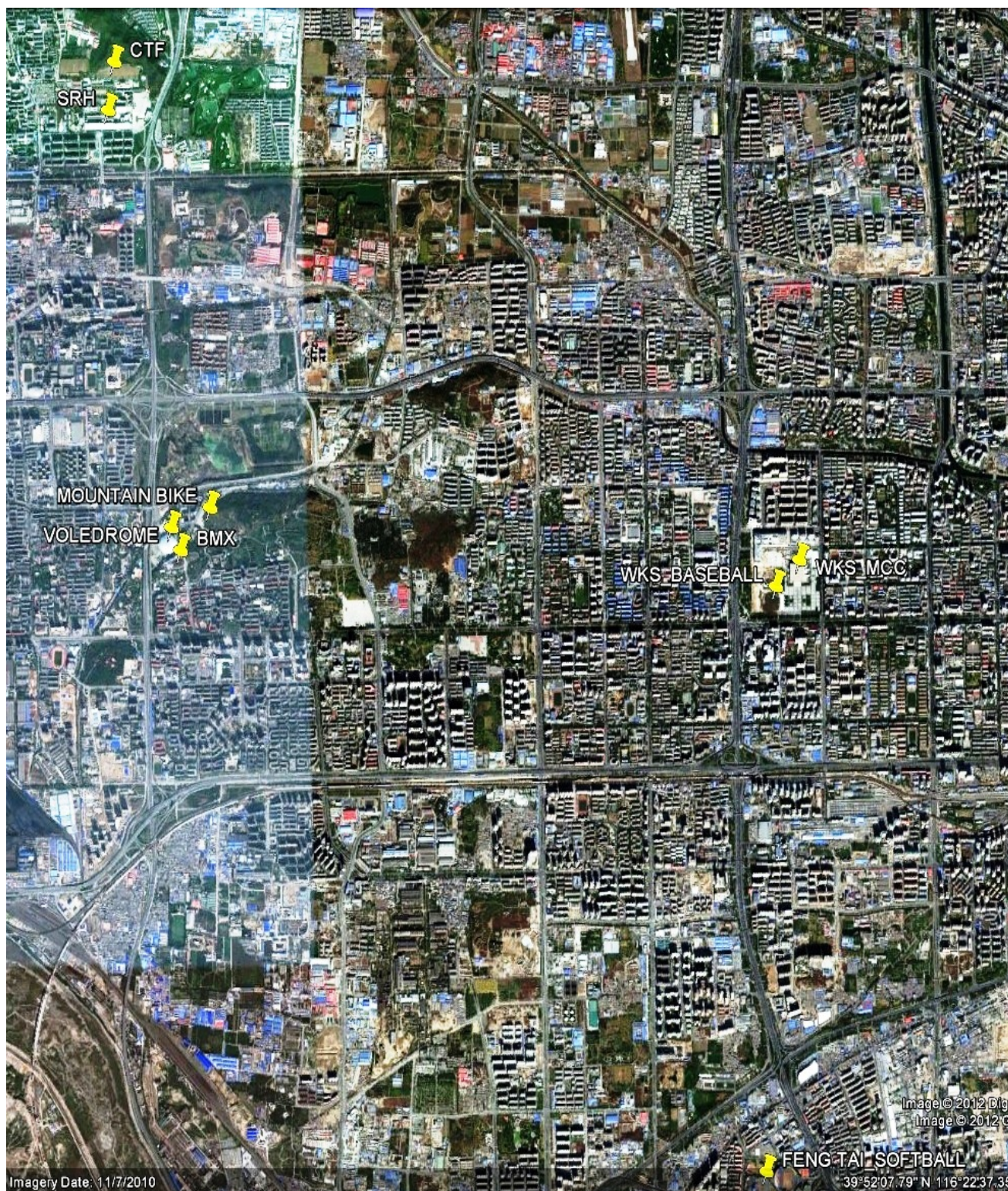
Source: Created by the author based on the investigation

Appendix G. Map of the Venues in the Olympic Central Area



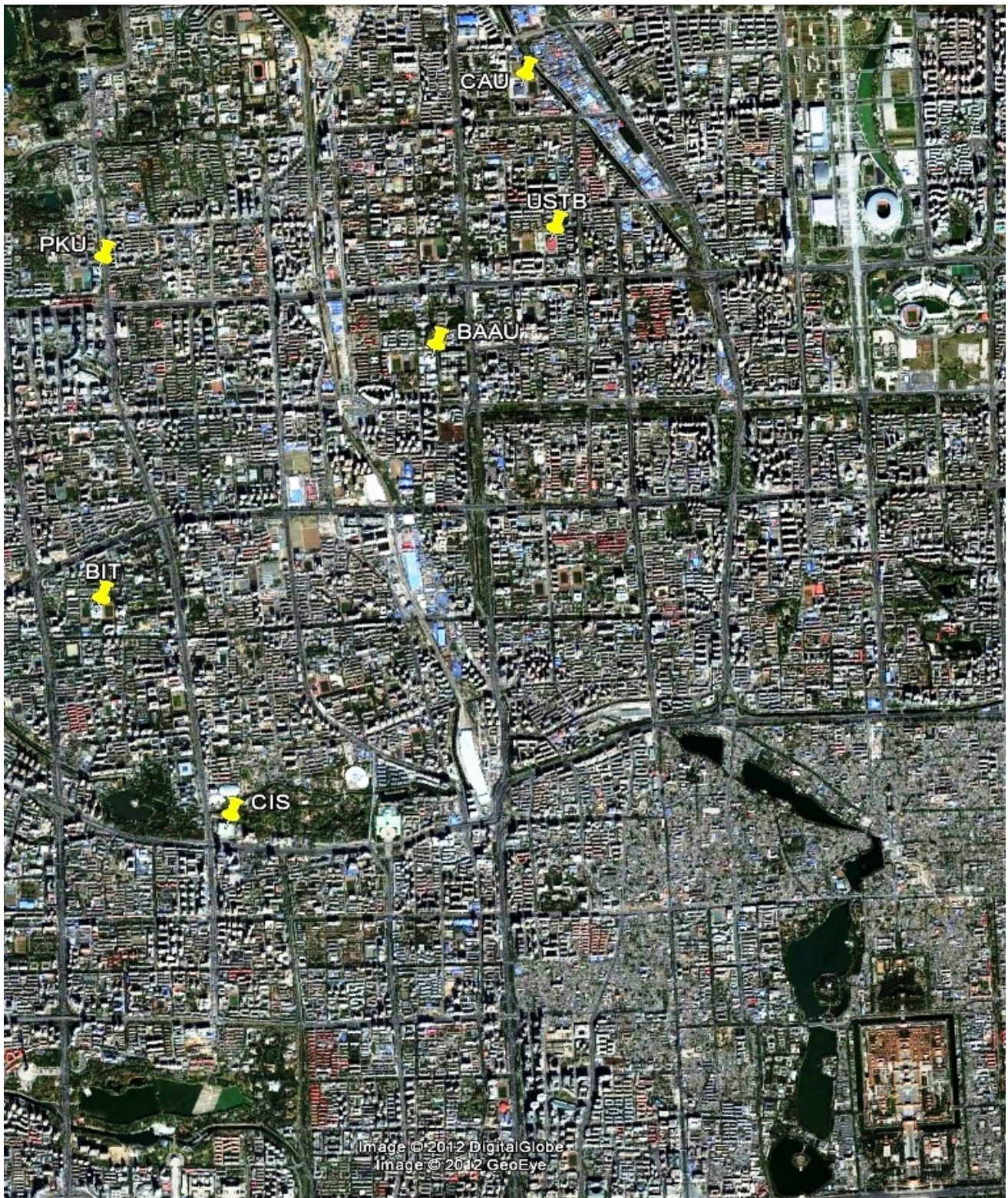
Source: Google Earth

Appendix H. Map of the Venues in the West Community Area



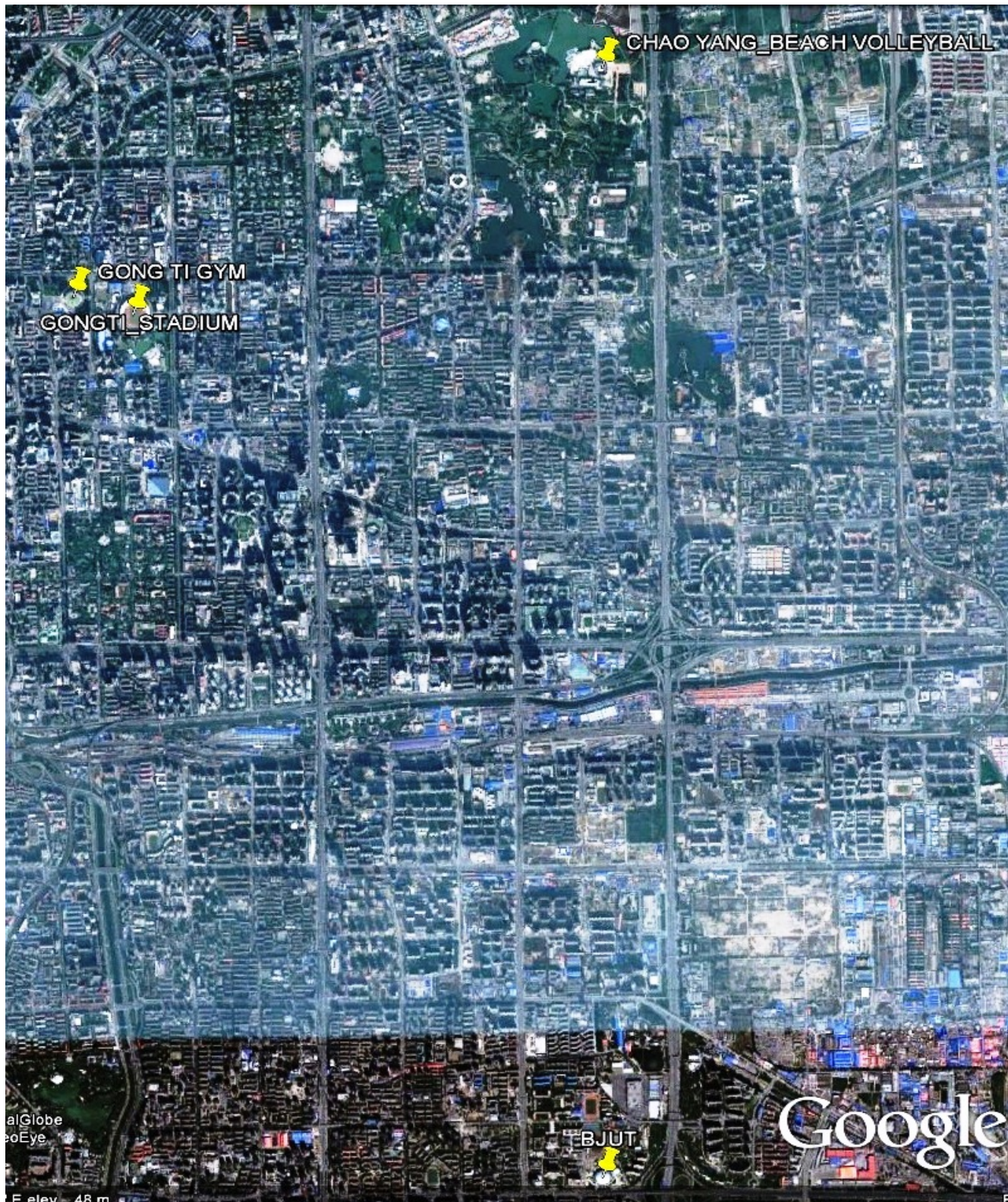
Source: Google Earth

Appendix I. Map of the Venues in the University Area



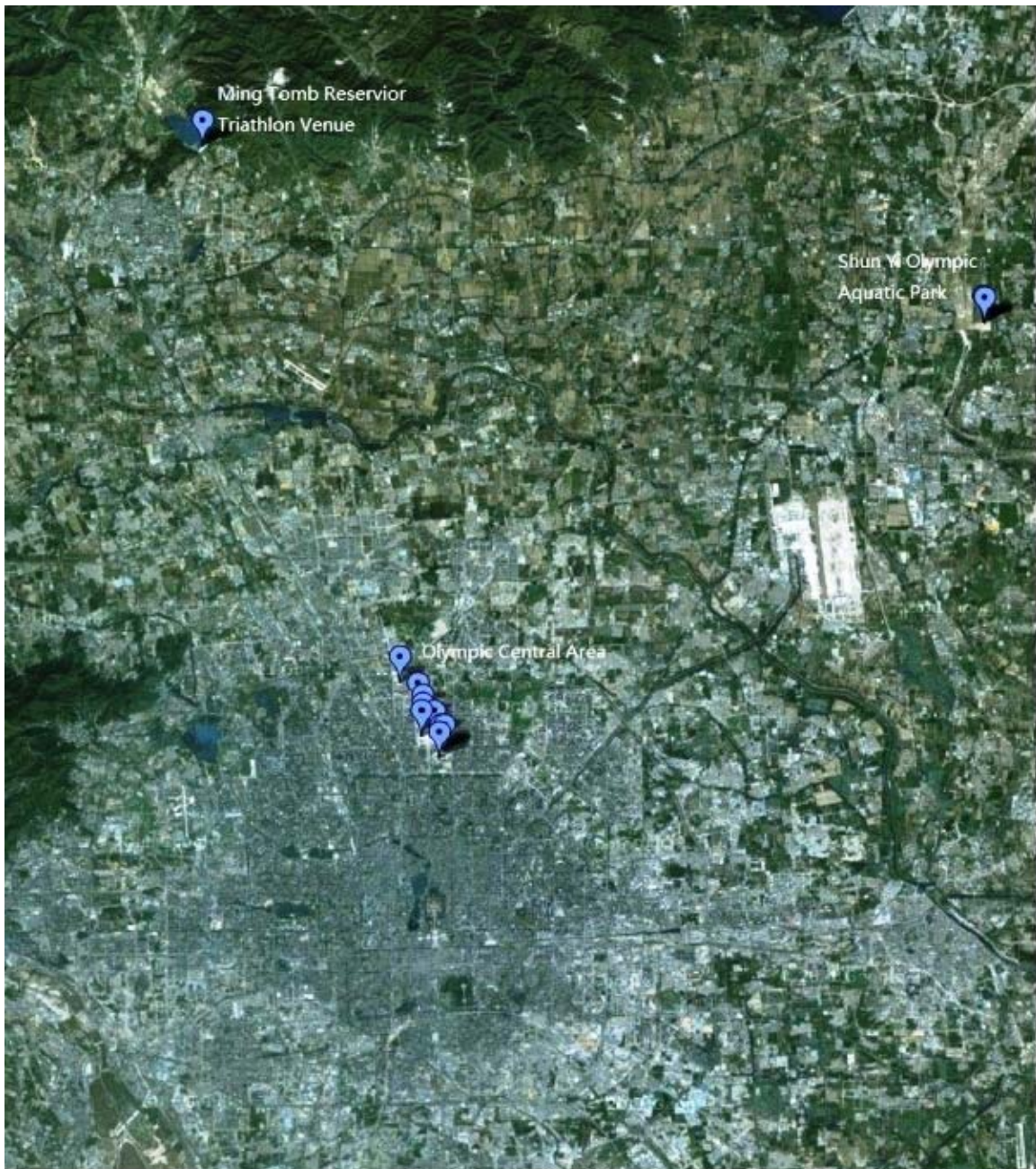
Source: Google Earth

Appendix J. Map of the Venues in the East Community Area



Source: Google Earth

Appendix K. Map of the Venues in the North Scenic Area



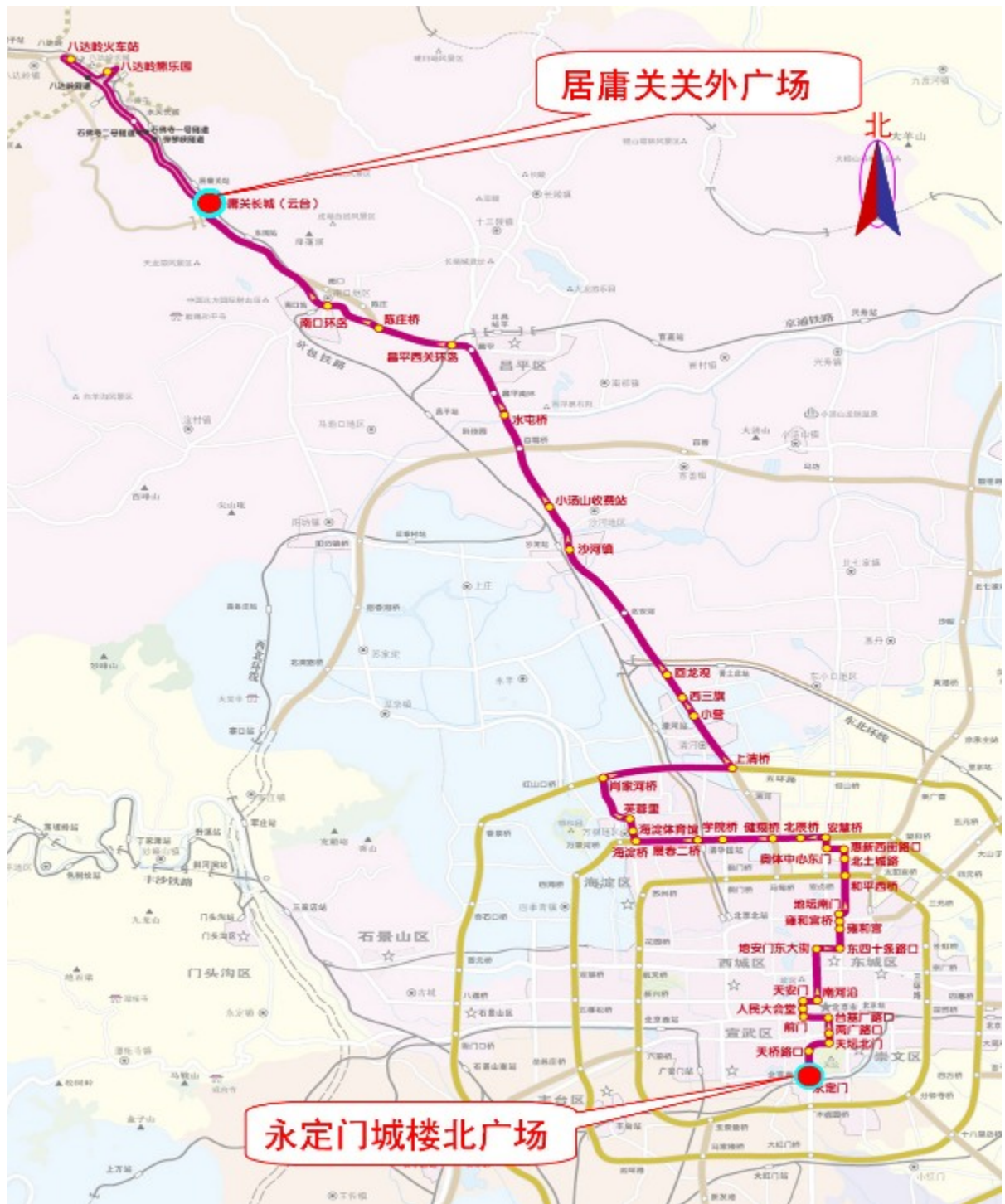
Source: Google Earth (The Olympic Central Area is shown in this map as a reference).

Appendix L. Map of the Olympic Central Area



Source: Google Earth

Appendix M. Route for the Urban Road Cycling Race



Internet Source

Appendix N. Aerial View of the Olympic Archery Field in 2010



Source: Google Earth (photo taken in 2010)

Appendix O. Pictures of CIS

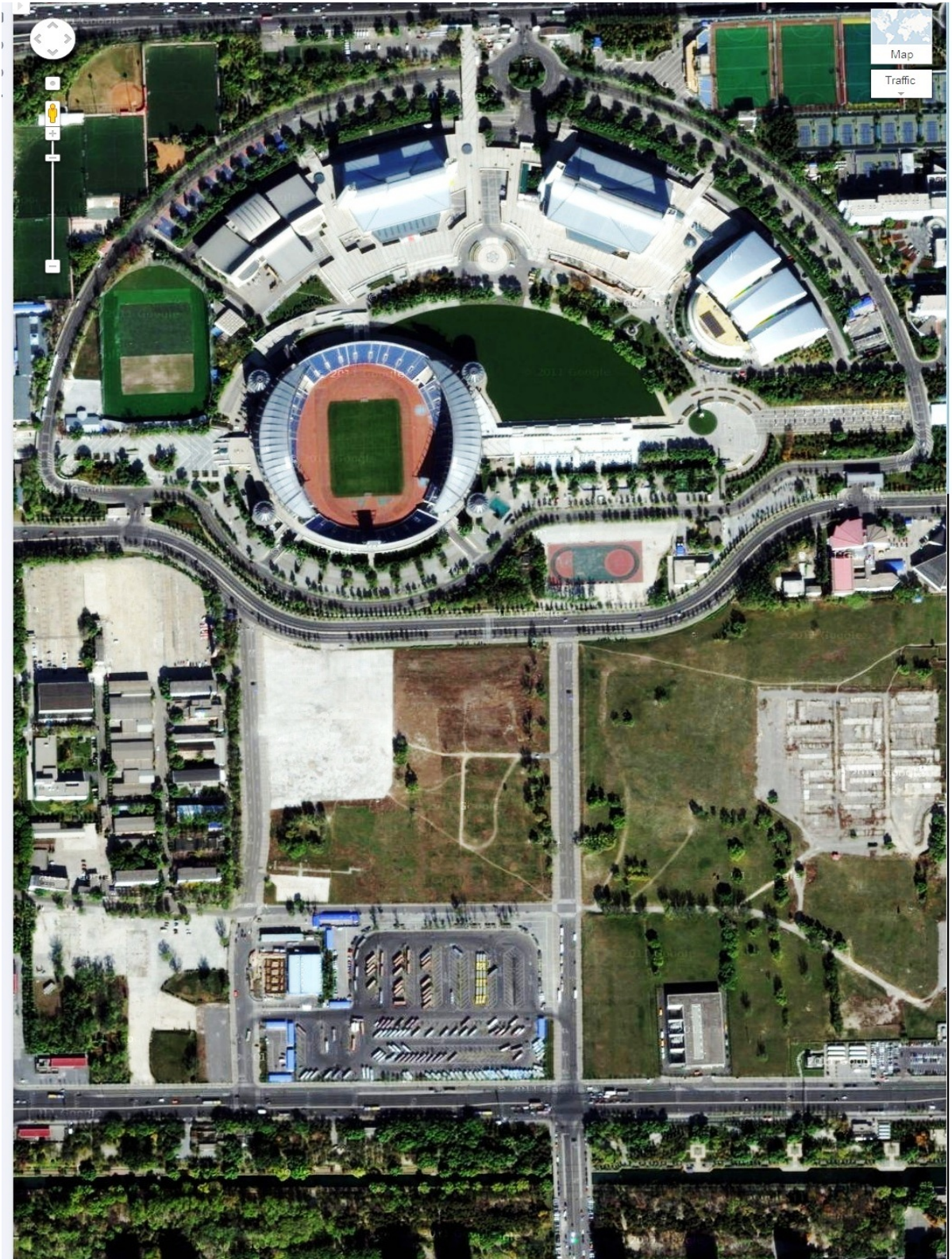


Top: The Capital Indoor Stadium; Bottom: The Board signified an “Apparel Show and Market” was held in the venue. (Source: Photos taken in August 2011 by the author)



Top: The Board signified a “Job Fair” was held inside the venue; Bottom: An inside look of the “Apparel Show and Market.” (Source: Photo taken in August 2011 by the author)

Appendix P. Aerial View of the National Olympic Sport Center



Source: Google Earth

Appendix Q. Pictures of the CAU Gymnasium



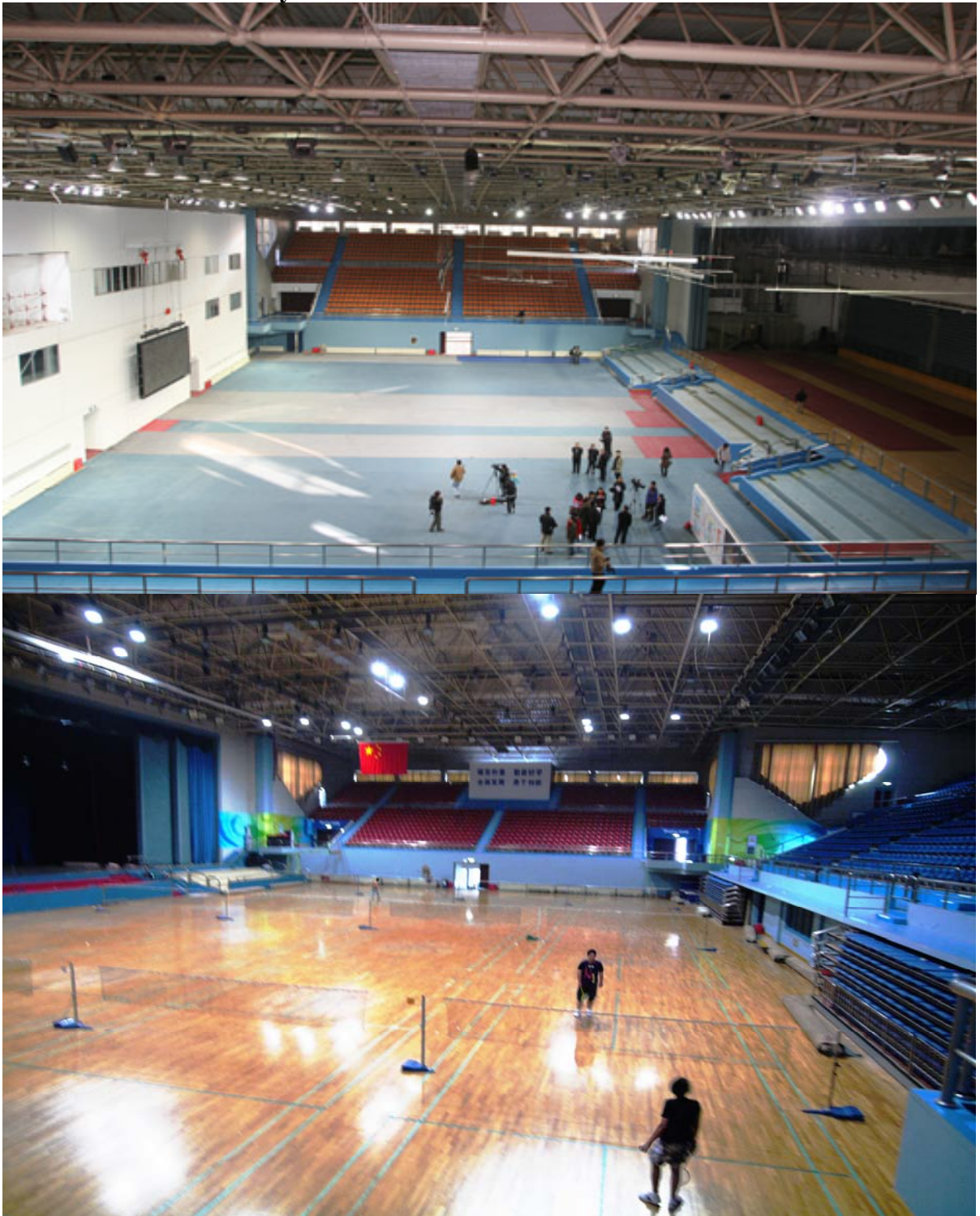
The venue's main competition hall during the 2008 Olympic Games
Source: Official Website of China Agriculture University Gymnasium



Top: Before the renovation (Source: Photo taken in August 2011 by the author); Bottom: after the renovation in 2011, (Source: Official Website of China Agriculture University Gymnasium).

Appendix R. Pictures of BUAA Gymnasium

Interior view of BUAA Gymnasium before and after the Games



Top: The view before the Games (Source: Official Website of BOCOG); Bottom: The view after the Games (Source: Photo taken by the author in August 2011).

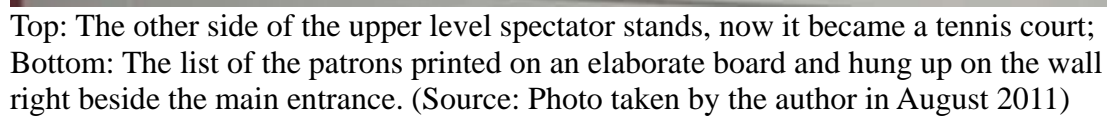


Top: The current view of the original resting & catering area; Bottom: Commercial space for lease around the BUAA Gymnasium (Source: Photo taken by the author in August 2011).

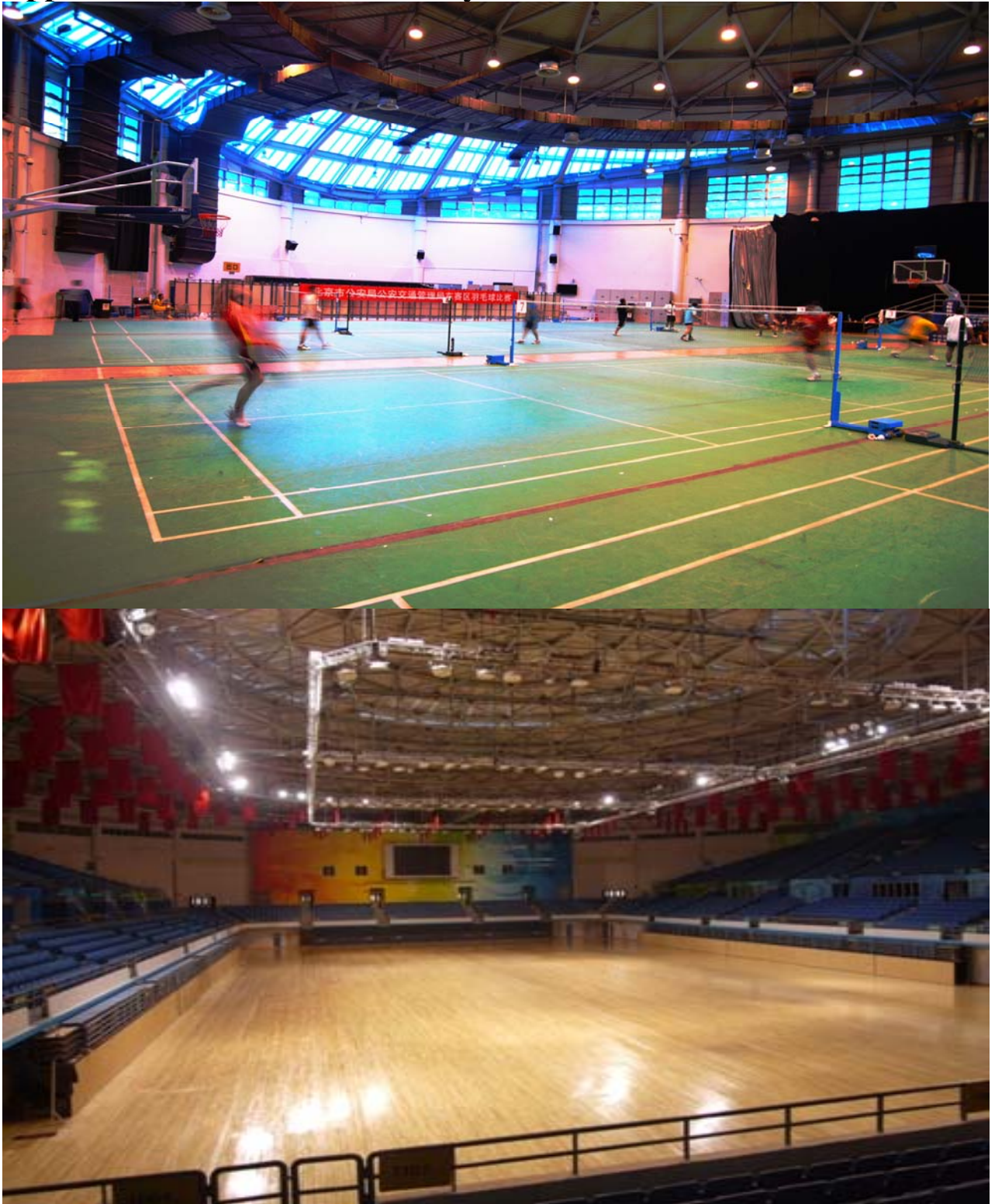
Appendix S. Pictures of USTB Gymnasium



Top: The upper level platform, where the temporary seats were installed during the Games (Source: Official Website of BOCOG); Bottom: The platform became two basketball courts after the Games (Source: Photo taken by the author in August 2011).



Appendix T. Pictures of BJUT Gymnasium



Top: Beijing PSB Badminton Competitions were held in the warm-up venue in August 2011; Bottom: The upgraded flooring of the main competition hall (Source: Photo taken by the author in August 2011).

Appendix U. Pictures of the Wu Ke Song Sport & Culture Center



An aerial view of the Wu Ke Song Sport & Culture Center. The dismantled Olympic Baseball Field was on the left, beside which, the MasterCard Center (originally, the Beijing Olympic Basketball Gymnasium) was on the right (Source: Google Earth, photo taken in 2010).



Top: The Olympic Baseball Field during the Games in 2008 (Source: Wikipedia); Bottom: What the Field looked like in August 2011 (Source: Photo taken in August 2011 by the author).



Top: The previous baseball field in 2011, and MCC situated at the far end; Bottom: MCC and the previous baseball field were separated by iron fences (Source: Photos taken in August 2011 by the author).



Top: A big tent was built up between the previous baseball field and MCC; Bottom: The other side of the tent, while MCC was at the far end (Source: Photo taken in August 2011 by the author).



Top: Someone worked on the dumping site; Bottom: The shelters were located around MCC where some migrant workers lived (Source: Photos taken in August 2011 by the author).



Top: The former Olympic Baseball Field had become a dumping site and a temporary park lot; Bottom: No one was allowed to enter into MCC without necessary IDs when there was no commercial event held inside (Source: Photos taken in August 2011 by the author).

Curriculum Vitae

Name Xiaowei Yu

Post-Graduate Education

2008 – 2012 Western University, Canada
Ph.D.
[Kinesiology]

2006 –2008 University of Windsor, Canada
Master of Human Kinetics
[Sport Management]

Post-Secondary Education

2004 – 2006 University of Windsor, Canada
Bachelor of Human Kinetics (Honours)
[Movement Science]

1992 –1996 Changchun Institute of Technology, China
Bachelor of Engineering (Honours)
[Optical Engineering]

Awards

Faculty of Health Science Thesis Research Award, Western University, 2009

Graduate Entrance Scholarship Award, Western University, 2008

President's Excellence Scholarship, University of Windsor 2008

Human Kinetics Graduate Alumni Award, University of Windsor 2008

Publications

Yu, Xiaowei. "To Go or Not to Go: An Examination of the People's Republic of China's Participation in the Olympic Games between 1980 and 1984." In *Rethinking Matters Olympic: Investigations into the Socio-Cultural Study of the Modern Olympic Movement: Proceedings for the 10th International Symposium for Olympic Research*, eds., by R. K. Barney, J. Forsyth and M. K. Heine, 127-137. London, Ontario: International Center for Olympic Studies, Western University, 2010.

Yu, Xiaowei. "Introduction and Analysis of China Post OA Application System." *Computer World* (Beijing, China), no. 29 (1997).